

Notice of Meeting and Agenda

Edinburgh Integration Joint Board

10.00 am, Tuesday, 12th December, 2023

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 Any items under "Private Business" will not be published, although the decisions will be recorded in the minute.

Contacts

Email: andrew.henderson@edinburgh.gov.uk /
jacqueline.boyle@edinburgh.gov.uk

1. Welcome and Apologies

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

2. Declaration of Interests

- 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

- 3.1 If any.

4. Minutes

- 4.1 Minute of the Edinburgh Integration Joint Board of 16 November 2023 submitted for approval as a correct record 5 - 10

5. Forward Planning

- 5.1 Rolling Actions Log 11 - 16
- 5.2 Annual Cycle of Business (Angela Brydon) 17 - 20

6. Items of Strategy

- 6.1 Medium Term Financial Strategy – report by Chief Finance Officer, Edinburgh Integration Joint Board (Moirá Pringle) 21 - 34

7. Items of Performance

7.1 None

8. Items of Governance

8.1 Appointments to the Edinburgh Integration Joint Board and Committees – report by Chief Officer Edinburgh Integration Joint Board (Committee Services/Angela Brydon) 35 - 40

9. Committee Updates

9.1 Committee Update Report – Report by Chief Officer, Edinburgh Integration Joint Board – submitted for noting 41 - 42

9.2 Draft minute of the Performance and Delivery Committee of 29 November 2023 – submitted for noting 43 - 48

10. Date of next meeting

10.1 Friday 9th February 2024

Board Members

Voting

Councillor Katharina Kasper (Chair), Tim Pogson (Vice-Chair), Councillor Euan Davidson, Elizabeth Gordon, George Gordon, Peter Knight, Councillor Claire Miller, Councillor Max Mitchell, Peter Murray and Councillor Vicky Nicolson.

Non-Voting

Bridie Ashrowan, Robin Balfour, Heather Cameron, Christine Farquhar, Helen FitzGerald, Ruth Hendery, Kirsten Hey, Rose Howley, Grant Macrae, Jacqui Macrae, Allister McKillop, Moira Pringle, Emma Reynish and Pat Togher.

Webcasting of Integration Joint Board meetings

Please note that that this meeting may be filmed for live or subsequent broadcast via the Council's internet site – at the start of the meeting the Chair will confirm if all or part of the meeting is being filmed.

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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).



Minute

Edinburgh Integration Joint Board

Thursday 16 November 2023

Virtual Meeting via Microsoft Teams

Present

Board Members

Katharina Kasper (Chair), Councillor Tim Pogson (Vice-Chair), Ian Brooke (Substitute for Bridie Ashrowan) Martin Connor (Substitute for Elizabeth Gordon) Councillor Euan Davidson, Christine Farquhar, Helen Fitzgerald, George Gordon, Kirsten Hey, Rose Howley, Peter Knight, Jacqui Macrae, Allister McKillop, Peter Murray, Councillor Claire Miller, Councillor Max Mitchell, Councillor Vicky Nicolson, Moira Pringle, Emma Reynish, Pat Togher

Officers

Angela Brydon, Claire Borthwick, Jacqueline Boyle, Hannah Cairns, Gemma Campos, Sabrina Commons, Andrew Henderson, Pauline Macmillan, Mike Massaro-Mallinson and Brickchand Ramruttun.

Apologies

Dr Robin Balfour and Elizabeth Gordon

1. Minutes

The minute of the Edinburgh Integration Joint Board of 21 September 2023 was submitted for approval as a correct record.

Decision

To approve the minute as a correct record.

2. Rolling Actions Log

The Rolling Actions Log updated to November 2023 was presented.

Decision:

The report is provided the outcome of the investigation undertaken by the City of Edinburgh Council Chief Executive into changes made regarding the care home consultation agreed by EIJB in December 2022.

Decision:

- 1) To agree to close the following actions:
 - To Action 1 – System Pressures Update
 - Action 3(a) – Bed Base Review Update
 - Action 3(b) – Bed Base Review Update
 - Action 4 – Committees Annual Assurance Report – Referral from the Audit and Assurance
- 2) To otherwise note the remaining outstanding actions.
(Reference – Rolling Actions Log November 2023, submitted)

3. Annual Cycle of Business

The annual cycle of business was presented.

Decision

To note the annual cycle of business.

(Reference – Annual Cycle of Business, submitted)

4. Preparations for Winter 2023/24

The report provided an update on preparations that have been made for Winter 2023/24 including plans for enhancing service capacity. In August 2023 the NHS, Scottish Government and COSLA set out the Winter Resilience priorities to guide local partnership and systems planning and preparation.

Winter planning seeks to address specific operational pressures experienced through winter. The Partnership will maximise system capacity and flow through their change management programme. The Partnership has completed a Winter Preparedness Self Assessment as part of the planning process undertaken each

year within the Lothian Health and Care system which was approved by NHS Lothian Corporate Management Team in September.

Decision

- 1) To note the progress with the planning and preparations for winter 2023/24;
- 2) To note the major risks highlighted from the Whole System Winter Self-Assessment and winter planning paper; and
- 3) To note the allocation of winter funding.

(Reference – Report by Chief Officer, Edinburgh Integration Joint Board)

5. Finance Update

An update on the financial performance of delegated services was provided. It was noted that following the additional support being agreed by the City of Edinburgh Council and NHS Lothian reiterating their financial commitment, the level of assurance provided of a break-even position for 2023/24 has improved to moderate.

Decision

- 1) To note the financial position for delegated services to 30th September 2023 and associated year end forecast;
- 2) To note the moderate assurance provided by the Chief Finance Officer;
- 3) To agree that reports related to the scrutiny of the savings and recovery plan and the delivery on budget of existing services that are being submitted to Performance and Delivery Committee are circulated to all board members when available; and
- 4) To agree that officers will submit a report to the EIJB that takes cognisance of the issues raised in the all-party motion approved by Council on the 2 November 2023 and that this will include information on how the EIJB can better align its budgeting processes with partners and acknowledges the adaptations and variances in current practice from what is written in governance documentation and how this can be addressed.

(Reference – Report by Chief Finance Officer)

6. Edinburgh Integration Joint Board Revised Governance Handbook

Members were asked to endorse the revised version of the governance handbook. Members were also asked to agree the revised terms of reference for all EIJB committees, appoint Helen Firzgerald and Kirsten Hey to the IJB strategic Planning Group as CEC and NHS staff side representatives, endorse the risk appetites, to agree the publication of all papers where appropriate and to agree that the handbook be reviewed annually.

Members agreed the new EIJB Committee terms of reference with subject to the existing membership as previously agreed by the Edinburgh Integration Joint board and requested that officers consider alternative solutions for the problems that have resulted in the request for increased membership. Members also asked that that the evolution of governance arrangements within the EIJB and its partners continue to be reviewed throughout the year.

Decision

- 1) To agree the revised EIJB Governance handbook included at Appendix 1;
- 2) To agree the revised terms of reference for all the EIJB committees contained within Appendix 3 of the Governance handbook. These have all been approved by their respective committees between March and June 2023 subject to the existing membership as previously agreed by the Edinburgh Integration Joint board;
- 3) To agree that officers consider alternative solutions for the problems that have resulted in the request for increased membership;
- 4) To agree to appoint Helen Fitzgerald and Kirsten Hey as NHS & CEC Staff side Representatives to the Strategic Planning Group as per the membership contained within the Terms of Reference;
- 5) To note the EIJB risk appetite statement which was approved by the Audit and Assurance Committee on 13 September 2023; and
- 6) To agree that the handbook is reviewed annually and that the evolution of governance arrangements within the EIJB and its partners is reviewed throughout the year in time for the next review of the EIJB Governance Handbook.

(Reference – Report by Chief Officer, Edinburgh Integration Joint Board)

7. Edinburgh Integration Joint Board Risk Register

Officers presented the latest iteration of the Edinburgh Integration Joint Board risk register for endorsement. It referenced the updated risk appetite statement included within the governance handbook and the work undertaken to articulate the likelihood and consequences of risks.

Decision

- 1) To note that the risk cards, updated risk appetite statements and definitions of likelihood and consequences of risks were discussed and endorsed by the Audit and Assurance Committee on 13 September 2023;
- 2) To agree the risk cards;
- 3) To agree the risk overview, assurance levels and risk; and
- 4) To note progress to date in relation to the recruitment of the Chief Risk Officer.

(Reference – Report by Chief Officer, Edinburgh Integration Joint Board)

8. Previous consultation on the future of care homes in Edinburgh

The report provided the outcome of the investigation undertaken by the City of Edinburgh Council Chief Executive into changes made regarding the care home consultation agreed by EIJB in December 2022.

Decision

- 1) To note the findings from the Council Chief Executive's investigation; and
- 2) To note actions taken that will ensure a similar situation does not reoccur.

(Reference – Report by Chief Officer, Edinburgh Integration Joint Board)

9. Committee Update Report

An update on the business of the Committees covering August - October 2023 was provided.

Decision:

- 1) To note the work of the Committees.

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

10. Draft minute of the Strategic Planning Group of 11 October 2023

Decision:

To note the Draft minute of the Strategic Planning Group of 11 October 2023

(Reference - Draft minute of the Strategic Planning Group of 11 October 2023 ,submitted)

11. Draft minute of the Clinical and Care Governance Committee of 20 September 2023

Decision:

To note the Draft minute of the Clinical and Care Governance Committee of 20 September 2023

(Reference - Draft minute of the Clinical and Care Governance Committee of 20 September 2023,submitted)

12. Draft minute of the Performance and Delivery Committee of 6 September 2023

Decision:

To note the Draft minute of the Performance and Delivery Committee of 6 September 2023

(Reference - Draft minute of the Performance and Delivery Committee of 6 September 2023, submitted)

13. Draft minute of the Audit and Assurance Committee of 13 September 2023

Decision:

To note the Draft minute of the Audit and Assurance Committee of 13 September 2023

(Reference - Draft minute of the Audit and Assurance Committee of 13 September 2023, submitted)

Rolling Actions Log

Edinburgh Integration Joint Board

12 December 2023

No	Agenda Item	Date	Action	Action Owner	Expected completion date	Comments
1	<u>System Pressures Update</u> – report by the Chief Officer, Edinburgh Integration Joint Board	18-10-22	1) To request a briefing note on the budget setting process between the IJB and the Council specifically addressing xtimescales, how the IJB can make representations to CEC and NHSL on staff pay and conditions ahead of the budget setting to ensure these views are taken into account.	Interim Chief Officer, EIJB Contact: Mike Massaro-Mallinson <u>Mike.Massaro-Mallinson@nhslothian.scot.nhs.uk</u>	October 2023 March 2023 Now amended to August 2023	Closed at meeting 16 November 2023 November 2023 update Update to be included in the Improvement Plan Update report to the Board. September 2023 update Briefing will be circulated by the end of September. June 2023 update Work on the MTFS has taken precedence meaning briefing paper has been delayed.

No	Agenda Item	Date	Action	Action Owner	Expected completion date	Comments
						<p>February 2023 Update Briefing note is being drafted and will be circulated by the end of March.</p> <p>December 2022 Update The Board agreed to keep this action open and to circulate the briefing note to members as requested in decision 1). This was covered in the budget working group on 25 October.</p>
			2) To hold a development session to discuss the workforce strategy in more detail with members.	Chief Officer, EIJB Contact: Pat Togher Pat.togher@edinburgh.gov.uk	November 2023	<p>November Update Workforce development has now been scheduled 18 January 2024 as the 21 November development session has been repurposed and preparations are already underway for the</p>

No	Agenda Item	Date	Action	Action Owner	Expected completion date	Comments
						development session on the 5 December.
2	Chief Social Work Officer Annual Report 2021-22 – report by the Chief Social Work Officer	18-10-22	To agree the next CSWO update report would include more detail on the steps being taken to improve supervision, awareness and recording.	Chief Social Work Officer and Service Director, Performance Contact: Rose Howley Rose.Howley@edinburgh.gov.uk	February 2024 December 2023	December update Report to submitted to first board meeting in 2024. November update Agreed a full update will be provided in the next CSWO report which will be presented to EIJB in December.
3	Finance Update (November 2023) - report by the Chief Finance Officer, EIJB	16-11-23	1) Officers to circulate reports relating to the scrutiny of the savings and recovery plan and the delivery on budget of existing services that are being submitted to Performance and Delivery Committee to all board members when available.	Chief Finance Officer, EIJB Contact: Moira Pringle Moira.Pringle@nhslothian.scot.nhs.uk	November 2023	Recommended for Closure Reports circulated on Monday 27 November 2023.

No	Agenda Item	Date	Action	Action Owner	Expected completion date	Comments
		16-11-23	2) Officers to submit a report to the EIJB that takes cognisance of the issues raised in the all-party motion approved by Council on the 2 November 2023 and includes information on how the EIJB can better align its budgeting processes with partners and acknowledges the adaptations and variances in current practice from what is written in governance documentation and how this can be addressed.	Chief Officer, EIJB Contact: Pat Togher Pat.togher@edinburgh.gov.uk	February 2024	December update We are working closely with Council officers on a paper which will go in the first instance to the Policy and Sustainability Committee in January 2024. Following this, and further discussion with officers from NHS Lothian an update will be presented to the Integration Joint Board in February 2024.
4	Edinburgh Integration Joint Board Revised Governance Handbook – report by the	16-11-23	Officers to review the evolution of governance arrangements within the EIJB and its partners to be in time for the next review of the EIJB Governance Handbook.	Chief Officer, EIJB Pat Togar Contact: Angela Brydon , Operations Manager	November 2024	

No	Agenda Item	Date	Action	Action Owner	Expected completion date	Comments
	Chief Officer, EIJB			angela.bydon@edinburgh.gov.uk		

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REPORT

Annual Cycle of Business

Edinburgh Integration Joint Board

12 December 2023

Executive Summary

This paper presents the updated annual cycle of business for the Edinburgh Integration Joint Board (EIJB).

Recommendations

It is recommended that the Edinburgh Integration Joint Board:

a) Agree the annual cycle of business attached at appendix 1.

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

- This report has not been considered elsewhere.

Main Report

- In line with the approach agreed by the EIJB at its meeting on 16 November, this report presents the updated annual cycle of business (ACOB) which is included at appendix 1, highlighting any changes from the previous version.
- The following changes have been made to the ACOB since it was last presented to the EIJB on 16 November and is incorporated into Appendix 1:
 - Appointment report will be presented to 12 December meeting,
 - Response to the All-Party Motion has been scheduled for 09 February 24 meeting
 - Report on Health, Social Care and Homelessness has been scheduled for the 9 February 24 meeting.



- d) Report in Frailty Pathway (previously bed-based review) will be presented to 09 February 24 meeting.
 - e) Report on Early Intervention and Prevention Strategy has been scheduled for 22 April 24 meeting.
 - f) Chief Officer Annual Report has been moved to meeting on 09 February 24.
4. Agendas for future meetings will be kept under review. If EIJB members wish to add agenda items, they should email the EIJB chair in the first instance.

Implications for Edinburgh Integration Joint Board

Financial

5. There are no specific implications arising from this report.

Legal/risk implications

6. The approach outlined in this paper strengthens Edinburgh Integration Joint Board's members' ownership of the ACOB. This in turn mitigates the risk of the Board not adequately undertaking their duties in line with the agreed terms of reference.

Equality and integrated impact assessment

7. There are no specific implications arising from this report.

Environment and sustainability impacts

8. There are no specific implications arising from this report.

Quality of care

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

Consultation

10. There are no specific implications arising from this report.

Report Author

Pat Togher **Edinburgh Integration Joint Board**

Name: Angela Brydon, Operations Manager,

Email: angela.brydon@edinburgh.gov.uk

Appendices

Edinburgh Integration Joint Board - Annual Cycle of Business

Grouping	Agenda Item	Frequency	Responsibility	2023		2024							
				16-Nov-23	12-Dec-23	09-Feb	19-Mar	22-Apr	17-Jun	20-Aug	24-Sep	22-Oct	17-Dec
				Board	Board	Board	Board	Board	Board	Board	Board	Board	Board
Items of Governance	Conflicts of interest	Every meeting	Committee Services	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
	Rolling Action Log (RAL)	Every meeting	Committee Services	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
	EIJB Risk Register	Twice yearly	Operations Manager	✓				✓				✓	
	Calendar of meetings	Annually	Committee Services			✓							
	Board assurance annual report	Annually	Operations Manager								✓		
	Review of Governance Handbook	Annually	Operations Manager	✓								✓	
	Escalation Report	Adhoc	Operations Manager										
	All Party Motion - interface between EIJB & Council	Adhoc	Chief Officer			✓							
	Appointments Report	Adhoc	Committee Services		✓								
Items of Strategy	Directions Policy	Annually	Service Director - Strategic Planning							✓			
	Annual Review of Directions	Annually	Service Director - Strategic Planning							✓			
	Revised Strategic Plan	Adhoc	Service Director - Strategic Planning					✓					
	Previous Consultation on the Future of Care Homes in Edinburgh	Adhoc	Service Director - Operations	✓									
	Report on Early Intervention and Prevention Strategy	Adhoc	Service Director - Operations										
	Report on Health, Social Care and Homelessness	One-off	Service Director - Operations			✓							
	Frailty Pathway	One-off	Service Director - Operations			✓							
	Report on a Place to Live	Adhoc	Service Director - Operations			✓							
Items of Finance	Finance Update	Every Meeting	Chief Finance Officer	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
	Financial Plan	Annually	Chief Finance Officer				✓						
	Savings and Recovery Plan	Annually	Chief Finance Officer				✓						
	EIJB Annual Accounts	Annually	Chief Finance Officer								✓		
Items of Performance	Annual Performance Report	Annually	Service Director - Strategic Planning							✓			
	Preparation for Winter 23/24	Annually	Service Director - Operations	✓									
	Evaluation of Winter Plan 22/23	Annually	Service Director - Operations			✓						✓	
	Chief Social Work Annual Report	Annually	Chief Social Work Officer			✓						✓	
Papers for Noting	Committee Update Report	Every Meeting	Operations Manager	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
	Annual Cycle of Business	Every Meeting	Operations Manager	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Briefing Paper	Chief Officer Update Report	In line with every meeting	Chief Officer	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

REPORT

Medium Term Financial Strategy Update: 2024/25-2026/27

Edinburgh Integration Joint Board

12 December 2023

Executive Summary

This report presents an update on the medium-term financial strategy (MTFS) and outlines the approach being taken to balance the plan.

The MTFS has been updated to reflect the latest available estimates of income and expenditure for the Integration Joint Board. Financial implications of recent increases in social care capacity, rising prescribing costs and risks around income are driving a higher budget deficit than previously identified.

A process to identify and develop savings and recovery proposals to bridge the financial gap is underway. As far as possible these will align to our improvement and strategic plans. Despite this there is a risk that financial balance over the 3-year period of the MTFS is not achievable without significant negative impact on outcomes for people and performance more generally.

Officers will continue engagement with our partners. All involved in these discussions recognise and accept a number of complex inter-related factors, namely: the ongoing improvements in performance; the likely increased demand for services as we emerge from the Covid pandemic; and the IJB's structural deficit and inflation price pressures.

Recommendations

It is recommended that the Board notes the:

- a) update on the Integration Joint Board's medium term financial strategy 2024/25-2026/27; and
- b) officers' ongoing engagement to ensure partners are briefed on the updated medium term financial strategy and potential implications.

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. This report has not been presented elsewhere but the content and issues raised in the paper have been explored and discussed through a series of Budget Working Group sessions.

Main Report

Background

2. In March 2023, the Integration Joint Board (IJB) considered the 2023/24 financial plan and agreed the first phase of the associated savings and recovery programme (SRP). The second phase of the SRP, along with further mitigating actions, was subsequently agreed in June 2023. At this point the plan showed an opening shortfall for 2023/24 of £47.0m. This was offset in year by phase 1 and 2 of the agreed savings and recovery programme (SRP), slippage on investments and commitments held in reserves and additional

funding assumed from NHS Lothian to balance the position on set aside services. Despite these actions, the plan remained unbalanced with a deficit of £14.4m with the board accepting the recommendation from officers that bridging this residual budget gap would require a series of measures which would have significantly negative in-year and future year consequences for people and performance more generally.

3. On 2nd November 2023, the City of Edinburgh Council (the Council) agreed to increase the budget delegated to the IJB by £14.2m. This would be mainly funded from the Council's 2022/23 underspend and would allow the in-year deficit to be offset on a one-off basis. Whilst clearly welcome the underlying IJB budget shortfall remains for 2024/25 onwards. The appendix sets out the budget gap for 2023/24 and how this was addressed.

Financial context

4. In common with most public services, the IJB is agreeing a budget at a time when demand for our services is increasing, costs are rising and we are striving to improve performance. This is likely to be exacerbated by continuing public finance constraints, unmet need in our communities, and the impact of pay awards and fair work measures across the health and social care system compounding the critical risks around provider sustainability.
5. The wider context in which the IJB sets its budget has been covered in previous reports to the board. Publications, from both UK and Scottish Governments, have set the scene of tightening resources, increasing demands, workforce shortages and the requirement to prioritise and target key priorities. Most recently, the UK Government's Autumn Statement 2023 was published on 22nd November 2023. This will be followed by the Scottish Government's (SG) draft budget which is scheduled to be announced on 19th December 2023.

Medium-term financial strategy

6. In a bid to adopt a longer term, strategic approach to financial planning which drives improvement and savings, the board has supported the development of a medium-term financial strategy (MTFS). This takes a longer-term view of our finances and is aligned to a set of longer-term transformation change programmes and projects. We continue to refine and align the improvement

plan and MTFs wherever possible and will prioritise projects and programmes which minimise negative impacts on the people of Edinburgh.

7. The MTFs shared with the IJB in June 2023 estimated the financial gap for 2024/25 if no action was taken to be £44.9m. Assuming full delivery of the SRP agreed at the same meeting alongside further mitigations would reduce this to £20.2m. As with any financial projection, it is important to routinely review and update in the light of any emerging changes and as further information becomes available. The Chief Finance Office has been working with colleagues from the Council and NHS finance teams to update the MTFs and the current position is summarised in paragraphs 8 to 11 below.

Opening position 2024/25

8. In conjunction with the City of Edinburgh Council and NHS Lothian finance teams, the estimated costs of delegated services for the coming financial year have been modelled. Additionally, assumptions have been agreed in respect of funding increases. This work has informed the updated starting point for the 2024/25 MTFs. The drivers of this change are articulated below and summarised in figure 1:

- The June MTFs allowed for an increase of £10m in **purchasing costs**, driven largely by demographic change. Current trends indicate that this does not take sufficient account of recent growth as waiting lists for assessments have reduced. As an example, we have seen care at home hours increase by c14% over the last year. Recalculating the provision in the December 2023 version of the MTFs to factor in this level of growth has added **£12.5m** to our previous estimate. As this is a significant change, it is being reviewed with input from the Service Director – Operations and the Head of Performance. It has been assumed that, in line with previous years, no additional funding will be provided to meet this pressure.
- **Other contractual inflation** has been calculated in line with the methodology developed nationally. The estimate in the MTFs allows for the increase in the living wage to £12.00 from 1st April 2023. It has been assumed that funding will be provided in the SG draft budget. However, the allocation between integration authorities has yet to be agreed by the

COSLA Distribution Group. This group is responsible for confirming the allocation methodology to be used for all local authority funding. In previous years it has indicated a reluctance to move from distributing monies on a GAE basis. If they maintain this stance then there is a material risk that the funding Edinburgh receives is insufficient to uplift all contracts in line with national policy. Modelling indicated that this shortfall would be in the region of **£4.3m** and this has been reflected in the MTFS.

- **Prescribing** pressures are calculated on a pan Lothian basis by the Medicines Management Group. Work to finalise their assessment is ongoing with the current best estimate being **£7.8m** in excess of the level already reflected in the MTFS. This is driven by a combination of increased activity and increasing prices linked to inflation and nation-wide shortages of drugs.
- **Set aside costs** are estimated as an integral part the NHS Lothian financial planning process. The latest iteration of which indicates an increase in pressure of £5.1m, caused by a combination of drug growth and additional staffing costs, particularly around front door services.
- MTFS expenditure projections assume that operational services continue to run with **vacancies**. This reflects the ongoing recruitment and retention challenges and the high levels of current staffing gaps and will be closely monitored as the year progresses. The previous version of the MTFS included an allowance of £15.0m across Council and health services. This has been adjusted based current levels of vacancies and where we have seen changes in vacancy patterns. Specifically, to reflect ongoing recruitment in nursing (**£1.5m**) and an increased level of vacancy in Council services (**£2.5m**). As in 2023/24, this will be closely monitored as the year progresses.

9. As a result of these changes, the opening savings requirement for 2024/25 has increased to £67.6m. To compare this to the opening gap in the previous version of the MTFS (£20.2m), the full year impact of the agreed 2023/24 SRP (£18.7m) should be added back. Figure 1 below summarised these movements:

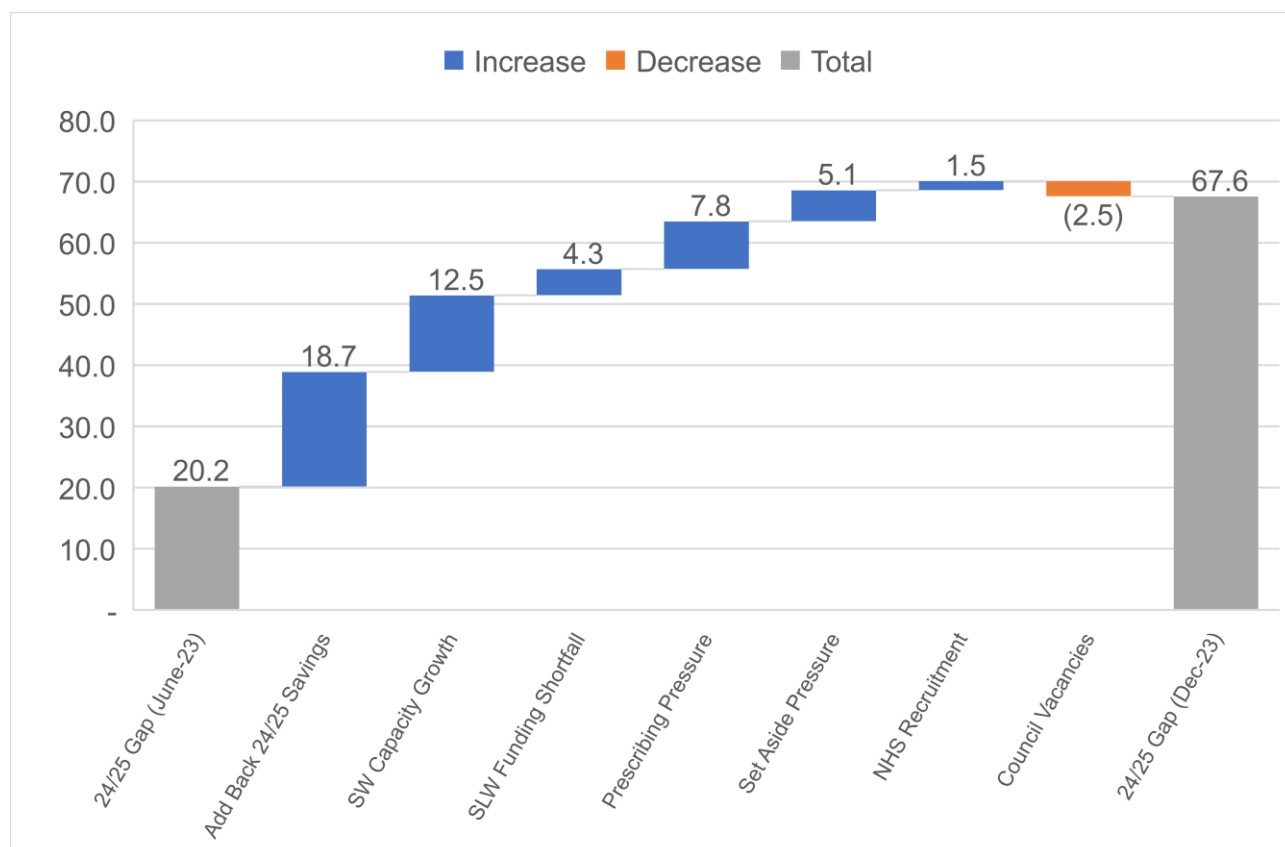


Figure 1: 2024/25 financial plan gap (as at December 2023)

10. Table 1 summarises the drivers of the opening budget deficit for 2024/25. These reflect a combination of longstanding pressures as well as in year increases.

	£m
Social care capacity growth	36.7
Living wage & contract uplifts	10.4
Pay awards	5.9
Prescribing	12.3
Set aside services	14.4
Other	4.0
Vacancies	(16.0)
Total	67.6

Table 1: drivers of MTFS financial gap 2024/25

11. Table 2 below extrapolates this over the 3-year period of the MTFs. It demonstrates that, if no action was taken, the gap would increase to £120m by 2026/27.

	2024/25 £m	2025/26 £m	2026/27 £m
Opening position	19.2	67.6	93.9
Non-recurring adjustments	11.6	-	-
Funding changes	(30.4)	(9.7)	(9.8)
Cost changes	67.2	36.0	35.7
Savings requirement total	67.6	93.9	119.8

Table 2: MTFs gross savings requirement 2024/25 to 2026/27

Balancing the plan

12. We are facing unprecedented challenges to the sustainability of our health and care system; an ageing population; an increase in the number of people living with long term conditions; a reduction in the working age population which compounds the challenge in workforce supply, and fundamentally resource availability cannot continue to match levels of demand. These issues are longstanding and have been recognised on a UK and Scotland wide basis. In the case of Edinburgh this is evidenced by the structural deficit which the IJB inherited from partners. Since its inception the IJB has routinely faced an underlying budget gap which we are unable to bridge on a sustainable basis.
13. In line with other integration authorities across Scotland, the prevailing circumstances and associated financial constraints reinforce the need to redesign services and reshape the services we commission. Our aim is that, wherever possible we will do this via the MTFs in a way which maximises alignment with the strategic plan and improvement programme. It should be noted though that, given the scale of the financial challenge, this may not be possible in every instance.
14. Initial responses to reduce the scale of the next phase of the SRP are shown graphically in figure 2 and can be summarised as:
- an **additional contribution** of £5m from the Council. This is a combination of a £3.4m anticipated benefit from changes in employer's pension contributions with the balance of £1.6m being provided in the draft budget;

- further **funding** of £13.2m from NHS Lothian representing their ongoing commitment to supporting the financial position for set aside services; and
- an assumption that the pressure (referred to at 8 above) relating **uplifting contracts** to support the payment of a minimum £12/hour will be managed within the budget available. This would mean that either full funding will be received via the SG budget or that implementation would be constrained.

15. The combined impact of these factors would reduce the net savings requirement for 2024/25 to £45.1m (see figure 2 below). Of this, £18.7m (representing the full year impact of the 2023/24 SRP) has already been agreed, leaving a balance of £26.4m.

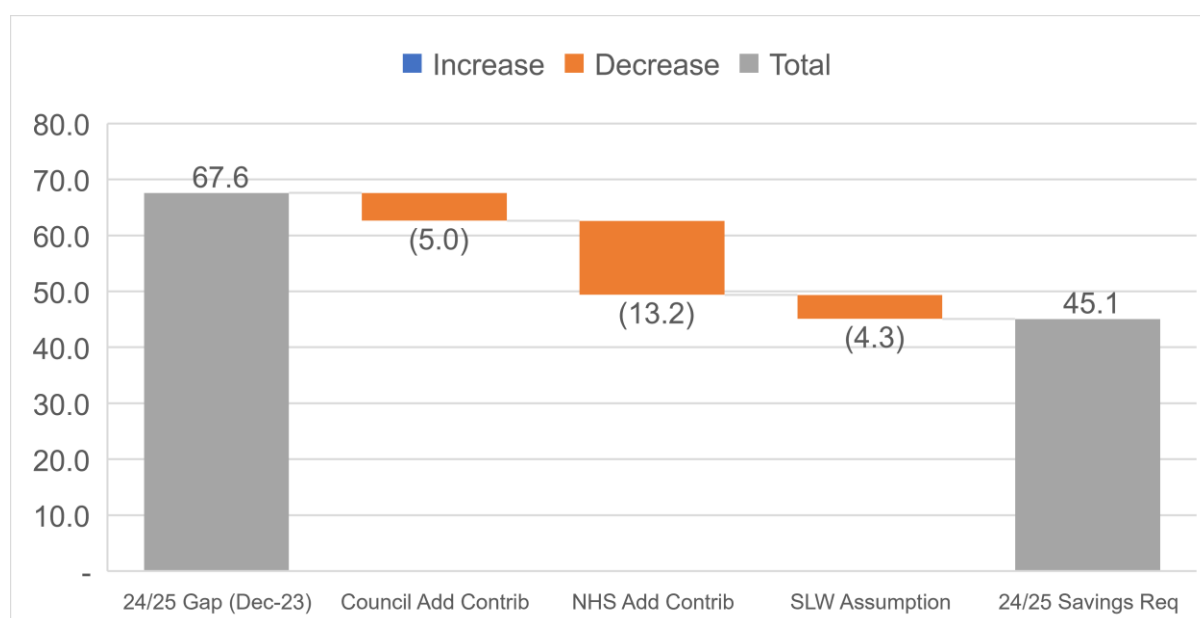


Figure 2: net savings requirement 2024/25

16. The financial projections discussed above are consistent with the planning assumptions of our partners and are based on the best currently available information. These will be kept under review by the Chief Finance Officer and will be amended as further data becomes available. Risks inherent in the current assumptions include:

- Scottish Government settlement - this will become clearer following publication of the draft budget;
- Capacity growth – the extent to which growth in demand aligns with projections and the ability for internal services and the market to respond;

- Provider sustainability – prevailing economic conditions are impacting a number of providers;
- Prescribing – as referenced above, growth in prescribing costs remains under review;
- Recruitment – the financial plan assumes level of vacancies which offsets other pressures. This reflects the challenges in recruiting and retaining staff. Whilst not a deliberate ‘freezing’ of posts it does mean that recruitment above current levels will necessitate savings in other areas;
- Pay awards – any pay award in excess of the level provided for in the MTFS will bring additional pressure if not funded in full; and
- Safe staffing – the financial consequences of the implementation of new legislation from 1st April 2024 are not yet clear.

Approach to developing the savings and recovery programme

17. Following the agreement of the improvement and savings and recovery plans in June 2023, the Edinburgh Health and Social Care Partnership (EHSCP) reviewed its governance arrangements. A priority of this work was to align the improvement plan with the MTFS and ensure appropriate arrangements are in place for delivery and management of this complex, large-scale programme of change. This governance model includes the establishment of a new Change Board, chaired by the Chief Officer, which has responsibility for overseeing major change work. The Change Board considered and agreed the approach to developing proposals for the SRP. This is set out diagrammatically in figure 3 below. Main features of the process include:

- a themed approach to the development of savings rather than assigning a blanket percentage reduction across all teams;
- where possible, savings and efficiency themes are linked to, and build on, existing MTFS priorities and programmes. As such, this is the next phase of activity rather than an entirely new set of proposals;
- Senior responsible officers (SROs) have been identified for each theme and will work with their teams to develop proposals. This will include

working with finance and performance colleagues to ensure that financial savings assumptions are valid; and

- SROs are required to set out the path to delivering savings and what the risks and impacts of this would be.

18. “Star chamber” sessions, chaired by the Chief Officer, will take place in December to review initial proposals and provide feedback. A second round of sessions will be held in January which will further review and finalise proposals. It is likely that there will be some cross-over or duplication in these themed areas – the process will aim to identify and address this. The board will be kept informed and updated through budget working group sessions in early 2024. Learning from the successes and challenges of the 2023/24 MTFS process we will also ensure close and regular engagement with partners throughout.

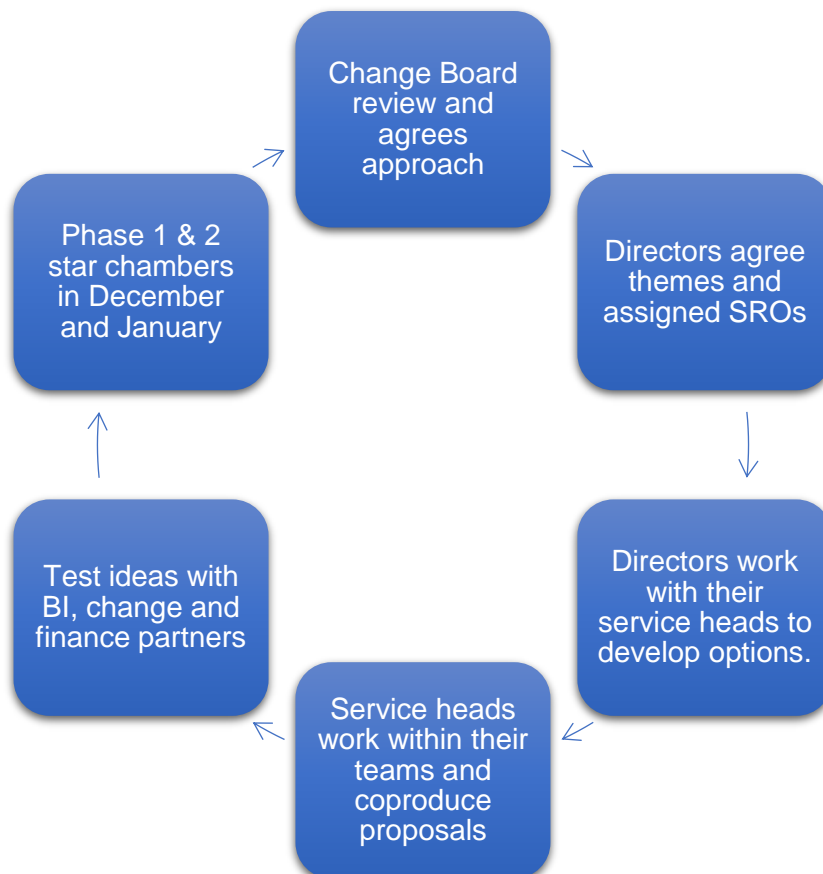


Figure 3: process for developing savings

19. SROs will look to maximise opportunities for transformation and for efficiencies, but delivering savings of this magnitude will undoubtedly affect performance and outcomes for people.

20. 17 individual areas for investigation have been grouped into 5 themes. These are summarised in figure 4 below:

No	Title	Description
1.	Commissioning and pathways	Savings and efficiencies associated with redesign of pathways and models to facilitate reduced spend on externally commissioned services. Majority of the suggested workstreams are already in delivery, though further work needed to define potential savings and delivery approach for 24/25.
2.	Social care demand and capacity	Continuation of work commenced in 23/24 to address growth within purchasing budget and ensure that packages of care deliver quality outcomes within appropriate cost envelope. To develop and embed options for the continued review of existing packages ensuring greater use of digital solutions and universal services. To include assessment of current eligibility criteria and options and impacts for strengthening and/or raising this.
3.	Grip and control	Ongoing grip and control workstreams to release financial efficiencies through better processes, tighter fiscal control and appropriate approval mechanisms for spend.
4.	Internal service redesign	Redesigning our models for internal services and teams to ensure best value and effectiveness.
5.	Other	Any and all other areas for development

Figure 4: MTFS savings and recovery plan themes

Conclusion

21. The MTFS has been refreshed to reflect the latest available information. This will continue to be refined over the coming weeks and months, including the monitoring of the risks inherent in the underpinning assumptions.
22. To balance the plan, a clear process for developing themed savings opportunities has been agreed. This approach has avoided “salami slicing” and seeks to target areas where work is already underway. It is recognised that

significant resource and capacity required to deliver on this scale of change and this will be kept under close review.

23. Wherever possible we will look for efficiency and transformation options, but this will not be sufficient to bridge a gap of this size. Officers aim to present a balanced plan to the EIJB, but this is likely to come with impacts on performance, service delivery and outcomes for people we support. As the plan develops it will be critical to continue working collaboratively with partners.

Implications for Edinburgh Integration Joint Board

Financial

24. Outlined in the main body of this report.

Legal/risk implications

25. There are a number of risks associated with the ongoing development of the 2024/25 MTFS. Whilst every effort has been made to ensure all likely additional costs have been incorporated into the financial outlook at this time, there remain a number of inherent uncertainties and associated risks. The financial planning process is an ongoing and iterative cycle, and it is not possible to fully identify all financial risks facing individual service areas, or the wider organisation, at this stage.
26. Whilst the MTFS aims to provide a route to service and financial sustainability, the size of the financial challenge facing the IJB is significant. In this context it is highly probable that some of the actions required to support financial balance will have detrimental impact. This is particularly true when considering the interaction between the reliance on vacancies and the requirements of the improvement plan.

Equality and integrated impact assessment

27. There are no specific implications arising from this report.

Environment and sustainability impacts

28. There are no specific implications arising from this report.

Quality of care

29. There are no specific implications arising from this report.

Consultation

30. This report has been prepared with the support of the finance teams in the City of Edinburgh Council and NHS Lothian.

Report Author

Moira Pringle

Chief Finance Officer, Edinburgh Integration Joint Board

moira.pringle@nhslothian.scot.nhs.uk

Appendices

Appendix 2023/24 budget gap

2023/24 BUDGET GAP

	£m
Demographic pressures	(12.3)
Performance linked capacity increases	(15.3)
Insourcing services	(2.0)
Living wage & contract uplifts	(5.1)
Pay awards	(2.9)
Vacancies	6.1
Sub total Council services	(31.5)
Prescribing	(10.7)
Set aside services	(9.1)
Vacancies	8.9
Other	(4.6)
Sub total health services	(15.5)
Initial savings requirement	(47.0)
1. Phase 1 savings	11.8
2. Phase 2 savings	8.8
3. Slippage on investments/reserves	4.0
4. Additional funding from NHS Lothian (set aside)	8.0
Total savings and other actions	32.6
Remaining budget deficit	(14.4)

REPORT

Appointments to the Edinburgh Integration Joint Board and Committees

Edinburgh Integration Joint Board

12 December 2023

Executive Summary	The purpose of this report is to seek approval from the Edinburgh Integration Joint Board (EIJB) for the appointment of Mr Eugene Mullan as a citizen representative on the EIJB, and to consider the future approach.
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Recommendations	<p>It is recommended that the Edinburgh Integration Joint Board:</p> <ul style="list-style-type: none"> a) Appoints Mr Mullan as a non-voting Citizen/Service User Representative on the EIJB, replacing Mr Grant Macrae. b) Supports a more flexible approach, whereby the EIJB supports the minimum of one carer and one citizen/service user representative and supports increasing to six overall.
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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

This report has not been considered elsewhere.

Main Report

Appointment of a new Representative

1. The Integration 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. Members of the IJB's Committees and Strategic Planning Group are appointed by the Board.
2. [The Public Bodies \(Joint Working\) \(Membership and Procedures of Integration Joint Boards\) \(Scotland\) Order 2014 \("the Order"\)](#) sets out requirements about the membership of an Integration Joint Board. This includes minimum required membership, and provision for additional members to be appointed. The order sets out a minimum membership and as part of the minimum membership, a carer and a citizen/service user representative are required.
3. The EIJB has a longstanding carer representative, Mrs Christine Farquhar, and the EIJB recruitment exercise to emerging vacancies in early 2020, saw an additional three representatives in early 2020, providing 2 carer and 2 citizen/service user representatives altogether.
4. Through recent engagement sessions with the representatives, of the 4 individuals, 3 have indicated intentions of leaving in the near future, with our longest serving representative, Mrs Farquhar alongside Mrs Ruth Hendery and Mr Macrae, indicating that they wish to stand down by the end of 2023.
5. The contribution that Mrs Farquhar, Mr Macrae and Mrs Hendery have made is significant, ensuring the voice of unpaid carers and citizens is heard not only at EIJB meetings, but across the various committees, development sessions and groups that they have supported during their time. They have both applied their expertise and knowledge, bringing alive the real, often challenging experiences and circumstances for many vulnerable people across Edinburgh. Their constructive, well-informed contributions have been welcomed, raising awareness and contributing to continuous development and informing decisions, that affect people's lives.



6. Recruitment has been underway to replace Mrs Farquhar and Mr Macrae since August 2023, with the advert extended until the 31 October. Early discussions with potential applicants took place, at the request of the current representatives, to outline the level of commitment required.
7. Due process is ongoing with one person, who has formally applied, and is being interviewed late November. For another, Mr Mullan, due process has been completed, and following a formal application and interview, all on-boarding processes through the NHS Volunteer function are now complete. Once in post, consideration about appropriate membership on committees will be given, and a full induction will be arranged.
8. It is recommended that the EIJB formally appoint Mr Mullan as citizen/service user representative to the EIJB, replacing Mr Macrae.

Future Approach

9. Recognising the level of commitment required, and that in the experience thus far for Edinburgh, all citizen/service user representatives have had some caring experience, it has been suggested that a more flexible arrangement is supported going forward.
10. This would include 1 service user/citizen, and 1 carer, providing compliance with the legislative requirements, and at least another 2 from either category. This would maintain Edinburgh's commitment to a minimum of 4 in total. This flexible mix has been suggested by the current representatives and has the support of the Edinburgh Carer Strategic Partnership Group, who recently discussed this at their October meeting.
11. It has been further suggested that recruitment to additional representatives overall takes place, so that representatives are able to find a balance between EIJB and their personal commitments.
12. It has been suggested that as well as the current four, an additional 2 representatives would provide this flexibility, with a maximum of 4 attending formal EIJB meetings, and all 6 included in development sessions, specific committees, and groups.
13. The EIJB is asked to support the change in mix of representatives.
14. The EIJB is asked to support increasing the number of Representatives to 6. If supported, recruitment would begin early 2024.



Implications for Edinburgh Integration Joint Board

Financial

15. There are minimal financial implications arising from this report. The positions are voluntary, with appropriate associated expenses incurred being claimable, through the office of the Chief Officer.

Legal / risk implications

16. Failure to appoint the minimum number of Integration Joint Board lay members would result in the EIJB 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.

Equality and integrated impact assessment

17. An integrated impact assessment has not been undertaken with regards to this paper. Raising the number of lay members to six, will enhance the representation of people with lived experience, and further raise awareness of circumstances affecting people from vulnerable groups.

Environment and sustainability impacts

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

Quality of care

19. Not applicable.

Consultation

20. None.

Report Author

Pat Togher

Chief Officer, Edinburgh Integration Joint Board

Contact for further information:

Name: Jay Sturgeon, Project and Business Manager or
Katie McWilliam, Strategic Programme Manager

Email: Jay.Sturgeon2@edinburgh.gov.uk

katie.mcwilliam@nhslothian.scot.nhs.uk

Background Reports

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

12 December 2023

Executive Summary

The purpose of this report is to provide the Edinburgh Integration Joint Board with an update on the business of the Committees covering October – November 2023.

Recommendations

It is recommended that the Edinburgh Integration Joint Board:

1. Notes the work of the Committees.

Report Overview

1. This report gives an update on the business of the committees covering the period October – November 2023. 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.

Performance and Delivery Committee - 29 November 2023

2. **EIJB Performance Report** - the committee discussed an overview of the activity and performance of the Edinburgh Health and Social Care Partnership covering the period April – June 2023.
3. **Adult Support and Protection & Social Work and Social Care Inspection Improvement Plan: progress report** - the committee received a report providing an update on progress with the implementation of the Adult Support and Protection and Social Work and Social Care Inspection Improvement Plan.

4. **Directions Update** - the committee were presented with a report providing progress with the implementation of directions.
5. **Finance Update** - the committee had before it, a report on the financial position of delegated services.
6. **Savings and Recovery Programme 23/24 update** - the committee were provided an update on the position of the 23/24 savings and recovery programme.

Forward Planning

7. Audit and Assurance Committee - 13 December 2023
8. Strategic Planning Group - 6 December 2023
9. Clinical and Care Governance Committee - 7 December 2023

Report Author

Pat Togher

Chief Officer, Edinburgh Integration Joint Board

Contact for further information:

Name: Angela Brydon

Email: angela.brydon@edinburgh.gov.uk

Telephone: 07874895533

Minute

IJB Performance and Delivery Committee

10.00am, Wednesday 29 November 2023

Microsoft Teams

Voting Members:

Councillor Max Mitchell (Chair), Councillor Euan Davidson, George Gordon and Peter Knight.

Non-Voting Members: Helen Fitzgerald and Ruth Hendry

In Attendance:

Ian Brooke (EVOC)

Nancy Brown (Programme Manager)

Philip Brown (Data Performance and Business Planning)

Sarah Bryson (Planning & Commissioning Officer)

Andrew Henderson (Clerk)

Mike Massaro Mallinson (Service Director, Operations, Edinburgh Health and Social Care Partnership)

Moira Pringle (Chief Finance Officer, IJB)

Donna Roger (Executive Assistant)

Julie Tickle (Departmental Advisor)

David Walker (Principal Accountant)

Apologies:

None

1. Minute of Performance and Delivery Committee from 2 August 2023

The minute of the Performance and Delivery Committee from 2 August 2023 was presented for approval as a correct record, and any matters arising.

Decision:

To approve the minute as a correct record.

2. Minute of Performance and Delivery Committee from 2 August 2023

The minute of the Performance and Delivery Committee from 6 September 2023 was presented for approval as a correct record, and any matters arising.

Decision:

To approve the minute as a correct record.

3. Outstanding Actions

The Outstanding Actions updated to May 2023 was submitted.

Decision:

- 1) To agree to the closure of the following actions:
 - Action 2: NHS Lothian – Set Aside – Edinburgh IJB – Presentation
 - Action 3: Annual Review of Directions
- 2) To note the outstanding actions.

(Reference – Outstanding Actions, submitted).

4. Annual Cycle of Business

The updated annual cycle of business for the Performance and Delivery Committee was presented.

Decision:

To note the updates to the Annual Cycle of Business (ACOB).

(Reference – Annual Cycle of Business, submitted).

5. Performance Report

Officers provided an overview of the activity and performance of the Edinburgh Health and Social Care Partnership for the quarter April to June 2023.

Progress was highlighted against strategic objectives, though initiatives related to budget-savings and inspection improvement plans were noted as being in their early stages and each objective is rated as 'amber' until there is confidence in the delivery and impact of these initiatives.

An overview of the operational KPI report was provided with reference to the progress being made in the benchmarked position. Fluctuations in delays and unmet need and a downward trend for assessments was highlighted whilst being above trajectory for unmet need given the challenges faced in the external market at present.

Decision:

- 1) To note the performance of the Partnership on key indicators as detailed in the report and appendix 1; and
- 2) To note the performance of the Partnership on operational indicators as detailed in appendix 2.

(Reference – Report by the Chief Finance Officer Edinburgh Integration Joint Board, submitted)

6. Adult Support and Protection and Social Work & Social Care Inspections Improvement Plan: Progress Report

An update of the progress made since the publication of the Joint Inspection of Adult Support and Protection and the Inspection of Social Work and Social Care and the implementation of the subsequent improvement plan was provided.

Decision:

- 1) To agree that officers will include a focus on recruitment and retention as part of the development session on workforce strategy;
- 2) To note the progress reported in improving Adult Support Protection, Social Work and Social Care in relation to the Year One objectives set out in the improvement plan;
- 3) To note that this is the first quarter progress report in relation to the 3-year Service improvement plan and as such, deals with the fundamental building blocks of improvement that will underpin further service development ahead; and
- 4) To note that this report has been presented to the Policy and Sustainability Committee on 24 October 2023 and to the Chief Officer's Group on 8 November 2023

8 November 2023. (Reference – Report by the Chief Officer Edinburgh Integration Joint Board, submitted)

7. Update on Progress of Directions

An update on the progress of the EIJB directions was provided with reference being made to the Directions Tracker. As of the end of October 2023 five actions are subject to delay with all other directions being listed as on track.

Decision:

- 1) To agree that a briefing note covering Drug and Alcohol Services will be written and circulated to the full membership of the Edinburgh Integration Joint Board;
- 2) To agree that an update on the delivery of MAT Standards would be included in the report on Health, Social Care and Homelessness being submitted to the EIJB in February;
- 3) To note the status updates provided within the Directions Tracker at Appendix 1 which provide progress on delivery of each direction since the last report to Committee in April 2023 as part of the annual review of directions process; and
- 4) To agree the recommendation to close the direction relating to implementing contractual uplifts as this has now been achieved.

(Reference – Report by the Chief Finance Officer, Edinburgh Integration Joint Board, submitted)

8. Finance Update

Officers presented the Performance and Delivery Committee with an update on the financial performance of delegated services. It was acknowledged that following additional support being agreed by the City of Edinburgh Council and NHS Lothian reiterating their financial commitment, the level of assurance provided of a break-even position for 2023/24 has improved from limited to moderate.

Decision:

- 1) To note financial position for delegated services to 30th September 2023 and associated year end forecast; and
- 2) To note moderate assurance provided by the Chief Finance Officer.

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

9. Savings and Recovery Programme 2023/24 Update Performance & Delivery Committee

Officers provided an update on the position of the 2023/24 savings and recovery programme.

Decision:

- 1) To note the current position of the 2023/2024 savings and recovery programme; and
- 2) Approve the revised Governance Framework

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

9. Valedictory remarks

The Performance and Delivery Committee took the opportunity to thank Ruth Hendry for her work as a non voting member on the EIJB Performance and Delivery Committee.

Decision:

To note the Committee's thanks to Ruth Hendry for her work as a non voting member on the EIJB Performance and Delivery Committee.

10. Urgent Business

None

11. Date of Next Meeting

Wednesday 24, January 2024

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