

REPORT

Annual review of directions 2021

Edinburgh Integration Joint Board

22 June 2021

Executive Summary

1. The purpose of this report is to present the outcome of the annual review of directions 2021.
2. On 14 April 2021, the Performance and Delivery (P&D) Committee considered the progress of directions covering the period April 2020 – March 2021. This included consideration of retaining, varying or closing directions.
3. The P&D Committee has referred the annual review of directions report to the Edinburgh Integration Joint Board (EIJB).
4. The EIJB's Directions Policy is due to be reviewed and revised in autumn 2021.

Recommendations

It is recommended that the EIJB:

5. Notes that P&D Committee has reviewed the directions covering the period April 2020 – March 2021.
6. Notes that P&D Committee considered initial proposals for retaining, varying or closing directions at Appendix 1.
7. Approves the varied directions provided at Appendix 2, which were considered by P&D Committee as part of the review.

Directions

Direction to City of Edinburgh Council, NHS		✓
	No direction required	
	Issue a direction to City of Edinburgh Council	
	Issue a direction to NHS Lothian	

Lothian or both organisations	Issue a direction to City of Edinburgh Council and NHS Lothian	✓
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Report Circulation

1. The 'Annual Review of Directions' report 2021 was considered by the P&D Committee on 14 April 2021 prior to referral to the EIJB.

Main Report

2. The EIJB approved a new Directions Policy at its meeting held on 20 August 2019. The approved Directions Policy makes provision for all directions to be reviewed annually through the work of the P&D Committee with recommendations about whether directions should be retained, revoked, varied or superseded being brought to the EIJB at the start of each financial year. The EIJB's Directions Policy is due to be reviewed and revised in autumn 2021.
3. On 14 April 2021 P&D Committee considered an update on the progress of directions and specific proposals to retain, vary or close existing directions covering the period April 2020 – March 2021.
4. P&D Committee members were content with the proposals to retain or vary specific directions. However, concerns were expressed about the proposed closure of certain directions. Specifically, those directions where finance remained allocated to the project (for example, sensory support services) or in the absence of follow-on actions in terms of performance management or financial monitoring. In summary, out of a total 14 directions, the recommendations are for 7 to be retained, 5 varied, and 2 closed. The directions to be retained are at Appendix 1.
5. Although direction EIJB-10/12/2019-1 which relates to alcohol and drug services is proposed for retention this is on the understanding and expectation that the direction will be superseded when an Edinburgh Alcohol and Drugs Partnership (EADP) update report is considered by the EIJB in September 2021.
6. Two directions are recommended for closure as they have been scrutinised and delivered in full.
 - Direction EIJB-24/08/20-1 has been actioned with all relevant block and spot contracts uplifted by the nationally agreed 3.3%. The direction is therefore proposed for closure.
 - Direction EIJB-14/04/20-1 was approved in April 2020 in direct response to the COVID-19 pandemic. As the mobilisation plan has now been implemented in line with the funding supplied by the Scottish Government, this direction is recommended for closure.

7. All recommendations for variance (5 directions) relate to an update to the financial information provided in the direction. This has involved removing historical financial information (from 2019/20) and reconfirmation of the allocation amounts for financial years 2020/21 and 2021/22 taking account of any carry-forward or change to programme delivery schedules.
8. For those directions recommended for variance, new draft directions have been formulated. These can be found at Appendix 2 to this report.

Implications for Edinburgh Integration Joint Board

Financial

9. There are no direct financial implications arising from this report.

Legal / risk implications

10. Failure to comply with the legislative requirement in respect of directions would place the EIJB in breach of its statutory duties.

Equality and integrated impact assessment

11. There are no direct equality implications arising from this report

Environment and sustainability impacts

12. There are no direct environmental and sustainability impacts arising from this report.

Quality of care

13. Directions are intended to impact positively on quality of care by setting out service delivery requirements and associated performance measures alongside budget allocation.

Consultation

14. This report has been referred to the EIJB following consideration by the P&D Committee.

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Background Reports

- 1 [EIJB Directions Policy](#)

Appendices

- Appendix 1 Review of directions and recommendations: updated following P&D meeting of 14 April 2021.
- Appendix 2 Varied directions.

Review of current directions - progress update and recommendations from P&D

Reference	Services covered	Direction	Relevant report	Budget allocation			Performance measures	Issued to	Approval date	Status	Recommendation
EIJB-22/10/2019-1	All	For those services that are not covered by a specific direction, the City of Edinburgh Council and NHS Lothian will continue to provide services within current budgets, and in accordance with statutory and regulatory obligations, policies and procedures, endeavouring to meet national and local targets and the strategic objectives laid out in the Strategic Plan.	EIJB Strategic Plan 2019-22, EIJB 20 August 2019	The Financial Schedule sets out financial allocations for all delegated services.			Relevant national and local targets, reported on through annual performance report	CEC & NHSL	22/10/2019	On track. Financial schedule maintained by the Chief Financial Officer and updated regularly.	Retain direction and review in April 2022
EIJB-22/10/2019-2	All	Set up and implement the outputs from the transformation programme as approved by the EIJB on 8 February 2019 and set out in the Strategic Plan 2019-22.	<ul style="list-style-type: none"> EIJB Strategic Plan 2019-22, EIJB 20 August 2019 Transformation and Service Redesign, EIJB 8 February 2019 	19/20	NHSL £0	CEC £2.788m	Contained in the report to the EIJB and to be further developed by the EHSCP	CEC & NHSL	22/10/2019	On track. Programme established on a 2-phase basis as set out in report to EIJB in July 2020 and delivery of key projects underway. Programme will continue to run over the current Strategic Plan cycle 2019-2022.	Retain direction and review in April 2022
EIJB-22/10/2019-8	Primary care / general medical services	Expand the Primary Care Workforce in line with the 6 clinical areas set out in the National 2018 New GMS Contract	<ul style="list-style-type: none"> Edinburgh Primary Care Improvement Plan (PCIP), EIJB 15 June 2018 Primary Care Transformation Programme, EIJB 24 May 2019 Primary Care Improvement Plan, EIJB, October 2020 	19/20	NHSL £5.3m	CEC £0	Growth of staffing resource to target of c230wte spread across City practices by April 2022	NHSL	22/10/2019	On track. <ul style="list-style-type: none"> Recruited c45WTE to make total c165WTE. Adult Flu vaccination programme delivered. Testing online diagnose / direct / guide system (e Consult) with few practices (10-12) 2021/22 Recruitment strategy agreed with workstream leads. 	Variation required to update financial information
EIJB-22/10/2019-9	Primary care / general medical services	Work with EHSCP to produce business cases to support priorities for capital investment beyond the current year taking account of the anticipated population expansion in each locality	<ul style="list-style-type: none"> Primary Care Population and Premises, EIJB, 22 September 2017 	Capital allocation as identified in each business case			Delivery of Primary Care Infrastructure to meet identified need	NHSL	22/10/2019	On track <ul style="list-style-type: none"> Panmure St Ann's redevelopment for the Inclusive Homelessness Service started on site Nov 2020. South East Edinburgh Initial Agreement – approved through EIJB/NHS Lothian and with Scottish Government for approval. West Edinburgh (Maybury) Joint development with CEC primary school approved through EIJB/NHS Lothian. Standard business case in governance General Medical Services Edinburgh South- business case approved, provisional site start April 2021 	Retain direction and review in April 2022

EIJB-10/12/2019 - 1	Alcohol & Drugs Services	Implement the Seek, Keep and Treat components of the national strategy 'Rights, Respect and Recovery' to improve health by preventing and reducing alcohol and drug use, harm and related deaths, through the delivery of services outlined in the investment plans. A local delivery and performance plan will measure engagement and outcomes for people and will be informed by the national framework to be issued shortly for Rights, Respect and Recovery.	·Scottish Government - Seek, Keep and Treat Funding, EIJB 21 June 2019 ·Edinburgh Alcohol and Drug Partnership - Seek, Keep and Treat Funding 2018/19	19/20 20/21 21/22	NHSL £1.1m £1.1m	CEC £0.3m £0.3m	In line with Scottish Government national outcomes and targets	CEC & NHSL	10/12/2019	On track. All spending plans now implemented in line with original intentions. External funding has been secured for temporary additional support team capacity to maximise the impact of the investments	Retain direction on the understanding that an update report is scheduled to be considered by the EIJB in September which will lead to this direction being superseded.
				20/21	Plus £1.074m previously unallocated from 2018/19. Further work required to determine allocation across partners						
EIJB-10/12/2019-2	Disability Services	In response to the development of a 'step down' resource for adults with a learning disability that NHS Lothian decommission three beds within the Royal Edinburgh	Learning Disability - Step Down - Royal Edinburgh Hospital, EIJB 10 December 2019	19/20 20/21 21/22	NHSL £0 £0	CEC £0.075m £0.3m £0.3m	The outcomes of this direction will be measured by: - Three people successfully move from hospital to a community step down resource - That three people move from the step down resource into their own tenancies - That community teams continue to provide support to these people to ensure a successful community placement - That the step down resource can offer the same outcomes to more people as people transition to a community placement.	CEC & NHSL	10/12/2019	On track • The Step down resource has been operational from April 2020. • It currently has two people who have left hospital and ready to move into their own tenancies. • One person has a new tenancy ready and will be moving in April 2021 • Once the remaining person has moved a further three people can be considered for the resource	Retain direction and review in April 2022.

EIJB-10/12/2019-3	Adult Sensory Support Services	Commission and redistribute a revised suite of services for meeting the needs of adults with a sensory impairment on a three-year basis (from October 2020) with an option for 1+1 year extensions to take account of proposals for a pan-Lothian sensory impairment service	Adult Sensory Impairment Services Contracts - Extension and Awards Policy and Sustainability Committee, 25 June 2020	19/20 20/21 21/22	NHSL £0 £0 £0	CEC £0 £0.235m £0.471m	Each commissioned service will have its own KPIs developed as part of the commissioning process. Outcomes for people using the service to be delivered within the locality teams (social work assessment and care management with people with a vision impairment) will be monitored.	CEC	10/12/2019	On track Contracts for specialist Deaf Social Work/BSL duty service and equipment commenced 1 October 2020. Current RNIB contract extended for all sight loss services to 31 March 2021. From 1 April 2021, Sight Scotland will deliver sight loss rehabilitation and Visibility Scotland will deliver the Eye Clinic Support Service at Princess Alexandra Eye Pavilion with EHSCP locality teams delivering social work assessment and care management for people with sight loss. Update report on all adult sensory support services will be presented to the IJB in October 2021 as per Rolling Action Log.	Retain direction and review in April 2022
EIJB-14/04/20-1	Various	Implement the Edinburgh Health and Social Care Partnership mobilisation plan in line with the funding supplied by the Scottish Government.	Response to COVID-19. Paper taken in private, EIJB, 14 April 2020				TBC as mobilisation plan agreed	NHSL and CEC	14/04/2020	Achieved. Mobilisation plan implemented and delivered as evidenced in the regular SITREP reports to EIJB.	Direction recommended for closure.
EIJB-24/08/20-1	<ul style="list-style-type: none"> All purchased services (with the exception of residential accommodation for over 65s where the uplift has already been applied) All direct payments, individual service funds and payments to personal assistants 	Implement a 3.3% contractual uplift in line with the letter of 10 April 2020 from the Cabinet Secretary and the COSLA Health & Social Care Spokesperson letter to Local Authority Chief Executives and IJB Chief Officers and Chief Finance Officers	<ul style="list-style-type: none"> Fair work and the living wage in adult social care, EIJB, 24 August 2020 	20/21 21/22	NHSL £0 £0	CEC £6.0m £6.0m	Uplift to be actioned	CEC	24/08/2020	Achieved. <ul style="list-style-type: none"> Following EIJB approval, full Council agreed to implement the uplifts EHSCP officers agreed an implementation plan All relevant block and spot contracts have now been uplifted by the nationally agreed 3.3% 	Direction recommended for closure.

EIJB-15/12/2020-1	Disabilities	Provide more support in the community by decommissioning Glenlomond wards in the Royal Edinburgh Campus and commissioning eight tenancies for adults with forensic support needs	<ul style="list-style-type: none"> Royal Edinburgh Campus, EIJB 18 May 2018 EIJB Strategic Plan 2019-22, EIJB 20 August 2019 	19/20 20/21 21/22	NHSL £0.7m £0.5m £0	CEC £0 £0.2m £0.8m	6 people move from hospital to live in the community by June 2021	CEC & NHSL	15/12/2020	<p>On track.</p> <ul style="list-style-type: none"> Three people have moved from REH to community forensic support Staff are now supporting patients in Glen Lomond ward in preparation for their move to their own tenancies Properties are being identified to support this move 	Variation required to update financial information.
EIJB-15/12/2020-2	Disabilities	Increase support options in the community by decommissioning wards in the Royal Edinburgh Campus and commissioning sixteen tenancies for adults with complex support needs, Specifically, commission 9 flats from Lifeways, plus other new accommodation options.	<ul style="list-style-type: none"> Royal Edinburgh Campus IJB report 18 May 2018 EIJB Strategic Plan 2019-22, 20 August 2019 	19/20 20/21 21/22	NHSL £3.2m £2.6m £2.0m	CEC £0 £0.6m £1.2m	16 people are living in the community by December 2023	CEC & NHSL	15/12/2020	<p>On track to be delivered by December 2023.</p> <ul style="list-style-type: none"> 9 tenancies with support were commissioned as a new build property. This has been delayed by Covid, but will be operational by Spring 2021 5 new build houses have been agreed by 21st century homes in Silverknowes. These should be built and operational by 2023 1 person will be considered for Hillview, a small resource which is being refurbished. Delayed due to Covid. Aiming to be operational by Autumn 2021. 1 person will be supported from existing tenancies to be agreed in 2021. 	Variation required to update financial information
EIJB-15/12/2020-3	Mental healh	Implement the Scottish Government's National Mental Health Strategic commitment to support the employment of 800 additional mental health workers to improve access in key settings such as Accident and Emergency departments, GP practices, police station custody suites and prisons. For Edinburgh this equates to 8.2% which is equivalent to 66.56 WTE.	<ul style="list-style-type: none"> Action 15 funding, EIJB 21 June 2019 Psychological Therapies Additional Investment, EIJB 20 August 2019 	19/20 20/21 21/22	NHSL £1.4m £2.0m £2.7m	CEC £0 £0 £0	Additional staffing as detailed in the report to the EIJB in June 2019. Reduction in waiting lists / waiting times. Establishment of the Thrive open access centres. Each development will have its own outcomes and KPIs	CEC & NHSL	15/12/2020	<p>On track.</p> <ul style="list-style-type: none"> Edinburgh Thrive Welcome Teams Prototyping Teams established. Thrive Collective 3rd Sector commissioned services in place from 1 December 2020 with referral access to Primary Care Teams. Additional staff in place at A&E, Edinburgh Prison and custody. 	Variation required to update financial information.

EIJB-15/12/2020-4	Mental health	NHS Lothian to recruit 17 WTE additional temporary staff to deliver psychological therapies.	<ul style="list-style-type: none"> Action 15 funding, EIJB 21 June 2019 Psychological Therapies Additional Investment, EIJB 20 August 2019 	19/20 20/21 21/22	NHSL £0 £1.0m £0.6m	CEC £0 £0 £0	Number of staff in post Increase in number of patients seen who have waited over 18 weeks Decrease in number of patients waiting longer than 18 weeks	NHSL	15/12/2020	<p>Delayed in respect of recruitment and reducing waiting time</p> <ul style="list-style-type: none"> 17 WTE temporary staff for pan-Lothian initiative led by the Director of Psychology for NHS Lothian. For Edinburgh this was 6 WTE: 3.1 recruited; 2.9 still vacant. Non-recurring funding ends in September 2021. Staff recruitment and retention remain an issue. A new Lothian Psychological Therapies website will launch in Jan 2021. The site will be accessible to patients to provide education, self-management advice and information on alternative statutory and third sector services. It will also provide the route to access a wide range of licensed online therapy modules. Discussions underway with Director Psychology and Senior HSCP Leads to accelerate Thrive Welcome team to offer alternative approaches 	Variation required to update financial information
EIJB-02/02/2021-1	Carers	Implement the Edinburgh Joint Carers Strategy 2019-22 and associated implementation plans.	<ul style="list-style-type: none"> EIJB Strategic Plan 2019-22, EIJB 20 August 2019 Edinburgh's Joint Carers Strategy and implementation plans, EIJB 20 August 2019 EIJB report, 2 February 2021 	20/21 21/22	NHSL £0.53m £0.54m	CEC £5.31m £6.97m	6 priority areas will have services provided and commissioned to support improvement across the identified outcomes as per the timeline included with the EIJB report of 20 August 2019.	CEC & NHSL	02/02/2021	<p>On track</p> <ul style="list-style-type: none"> Award of Carer Support Contracts aligned to the 6 Carer strategic commence 1 Jan 2021 with annual value of £2.2m – approved at Policy and sustainability committee 20 Aug 2020. Carer 5 year Spending proposal being developed with a view to presenting to EMT Jan and IJB March 2021 Adult carer support plan review undertaken September 2020 and plan to establish Short life working group to implement changes and scale up use of the plan across EHSCP and third sector organisations. Performance framework agreed by P&D on 16 November 2020. 	Retain direction and review in April 2022.

DRAFT DIRECTIONS FROM THE EDINBURGH INTEGRATION JOINT BOARD
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Reference number	EIJB-tbc		
Does this direction supersede, vary or revoke an existing direction? If yes, please provide reference number of existing direction	Yes This varies direction EIJB-22/10/2019-8 agreed by the EIJB on 22 October 2019 by providing updated financial information.		
Approval date			
Services / functions covered	Primary care / general medical services		
Full text of direction	Expand the Primary Care Workforce in line with the 6 clinical areas set out in the National 2018 New GMS Contract		
Direction to	NHS Lothian		
Link to relevant EIJB report / reports	EIJB Strategic Plan 2019-22, EIJB, 20 August 2019 Edinburgh Primary Care Improvement Plan (PCIP), EIJB 15 June 2018 Primary Care Transformation Programme, EIJB 24 May 2019		
Budget / finances allocated to carry out the detail		<i>NHS Lothian</i>	<i>City of Edinburgh Council</i>
	2021/22	£15.5m	£0
Performance measures	Growth of staffing resource to target of c230wte spread across City practices by April 2022		
Date direction will be reviewed	April 2022		

Reference number	EIJB-tbc		
Does this direction supersede, vary or revoke an existing direction? If yes, please provide reference number of existing direction	Yes This varies direction EIJB-15/12/2020-1 agreed by the EIJB on 15 December 2020 by providing updated financial information. Changes to the timescale for delivery has impacted on the finance schedule.		
Approval date			
Services / functions covered	Disability services		
Full text of direction	Provide more support in the community by decommissioning Glenlomond wards in the Royal Edinburgh Campus and commissioning eight tenancies for adults with forensic support needs		
Direction to	NHS Lothian The City of Edinburgh Council		
Link to relevant EIJB report / reports	EIJB Strategic Plan 2019-22, EIJB, 20 August 2019 Royal Edinburgh Campus and St Stephen's Court, EIJB, 18 May 2018		
Budget / finances allocated to carry out the detail		<i>NHS Lothian</i>	City of Edinburgh Council
	2021/22	£0.7m	£0
	2022/23	£0.5m	£0.2m
	2023/24	£0	£0.8m
Performance measures	6 people move from hospital to live in the community by June 2021		
Date direction will be reviewed	April 2022		

APPENDIX 2

Reference number	EIJB- tbc		
Does this direction supersede, vary or revoke an existing direction? If yes, please provide reference number of existing Direction	<p>Yes</p> <p>This varies direction EIJB-15/12/2020-2 which was agreed by the EIJB on 15 December 2020 by providing updated financial information. Changes to the timescale for delivery has impacted on the finance schedule.</p>		
Approval date			
Services / functions covered	Disability services		
Full text of direction	Increase support options in the community by decommissioning wards in the Royal Edinburgh Campus and commissioning sixteen tenancies for adults with complex support needs, Specifically, commission 9 flats from Lifeways, plus other new accommodation options.		
Direction to	<p>NHS Lothian</p> <p>The City of Edinburgh Council</p>		
Link to relevant EIJB report / reports	<p>EIJB Strategic Plan 2019-22, EIJB, 20 August 2019</p> <p>Royal Edinburgh Campus and St Stephen's Court, EIJB, 18 May 2018</p>		
Budget / finances allocated to carry out the detail		NHS Lothian	City of Edinburgh Council
	2021/22	£3.2m	£0
	2022/23	£2.6m	£0.6m
	2023/24	£2.0m	£1.2m
Performance measures	16 people are living in the community by December 2023		
Date direction will be reviewed	April 2022		

Reference number	EIJB- tbc		
Does this direction supersede, vary or revoke an existing direction? If yes, please provide reference number of existing direction	Yes This varies EIJB-15/12/2020-3 agreed at the EIJB on 15 December 2020. Financial information has been updated to reflect allocation across NHS Lothian and City of Edinburgh Council in 2020/21.		
Approval date			
Services / functions covered	Mental health services		
Full text of direction	Implement the Scottish Government's National Mental Health Strategic commitment to support the employment of 800 additional mental health workers to improve access in key settings such as Accident and Emergency departments, GP practices, police station custody suites and prisons. For Edinburgh this equates to 8.2% which is equivalent to 66.56 WTE.		
Direction to	NHS Lothian The City of Edinburgh Council		
Link to relevant EIJB report / reports	EIJB Strategic Plan 2019-22, EIJB, 20 August 2019 Action 15 funding, EIJB, 21 June 2019		
Budget / finances allocated to carry out the detail		NHS Lothian	City of Edinburgh Council
	2021/22	£2.9m	£0
Performance measures	Additional staffing as detailed in the report to the EIJB in June 2019. Reduction in waiting lists / waiting times Establishment of the Thrive open access centres. Each development will have its own outcomes and KPIs		
Date direction will be reviewed	April 2022		

APPENDIX 2

Reference number	EIJB- (tbc)		
Does this direction supersede, vary or revoke an existing direction? If yes, please provide reference number of existing direction	Yes This varies direction EIJB-22/10/2019-5 agreed at the EIJB on 15 December 2020 by providing updated financial information.		
Approval date			
Services / functions covered	Mental health services		
Full text of direction	NHS Lothian to recruit 17 WTE additional temporary staff to deliver psychological therapies.		
Direction to	NHS Lothian		
Link to relevant EIJB report / reports	EIJB Strategic Plan 2019-22, EIJB, 20 August 2019 Psychological Therapies Additional Investment, EIJB, 20 August 2019		
Budget / finances allocated to carry out the detail		NHS Lothian	City of Edinburgh Council
	2021/22	£0.85m	£0
Performance measures	Number of staff in post Increase in number of patients seen who have waited over 18 weeks Decrease in number of patients waiting longer than 18 weeks		
Date direction will be reviewed	April 2022		