

Minute

IJB Performance and Delivery Committee

10.00am, Wednesday 13 October 2021

Microsoft Teams

Voting Members:

Councillor Melanie Main (Chair) and Councillor Phil Doggart

Non-Voting Members:

Colin Beck (from item 6), Helen Fitzgerald and Ruth Hendery

In Attendance:

Bridie Ashrowan (EVOG)

Morag Barrow (Midlothian HSCP)

Matthew Brass (Clerk)

Ian Brooke (EVOG)

Philip Brown (CEC Strategy & Communications)

Sarah Bryson (Planning & Commissioning Officer, EHSCP)

Elenora Clemente (NHS Lothian)

Tom Cowan (Head of Operations, EHSCP)

Tony Duncan (Head of Strategic Planning, EHSCP)

Helen Elder (Executive Management Support, EHSCP)

Deborah Mackle (EHSCP Locality Manager, South West)

Mike Massaro-Mallinson (EHSCP Locality Manager, North West)

Moira Pringle (Chief Finance Officer, IJB)

Kellie Smith (Programme Manager, EHSCP)

Julie Tickle (Strategic Planning Officer, EHSCP)

David Walker (CEC Senior Accountant)

Apologies: Emma Reynish and Richard Williams.

1. Minute

The minute of the Performance and Delivery Committee from 28 July 2021 was presented for approval and any matters arising.

Decision

To approve the minute as a correct record.

2. Annual Cycle of Business

The Annual Cycle of Business updated to October 2021 was presented to Committee. The Programme was presented with a covering report which highlighted the changes made since the last Committee meeting, as per an Internal Audit recommendation.

Decision

- 1) To agree the updated annual cycle of business attached as an appendix.
- 2) To agree April 6 2022 and September 7 2022 as the preferred additional meeting dates.

(Reference – Annual Cycle of Business, submitted).

3. Rolling Actions Log

The Rolling Actions Log updated for this meeting were submitted.

Decision

- 1) To agree to close the following actions:
 - Action 4 – Performance Report
 - Action 5 – Annual Assurance Statement
 - Action 6 – Annual Cycle of Business
 - Action 7 – EIJB Annual Performance Report 2020-21
- 2) Action 9 – A verbal update on Psychological Services was given by Linda Fitzpatrick: the waiting list had currently 1121 people who have been waiting less than 18 weeks, and 1002 people who had been waiting over 18 weeks, and services remain under ‘special measures’. It was agreed to arrange a meeting between the Chair and appropriate officers to discuss whether a written update report should be submitted to the Committee or to the Board on concerns surrounding the waiting times for psychological therapists and mental health services.

(Reference – Rolling Actions Log, submitted).

4. Finance Update

An update on the financial performance of delegated services for the first five months of the year was presented to Committee. The report noted an overall projected deficit

of £16.3m at the end of the financial year; £1.3m projected from NHS Lothian and £14.9m from the City of Edinburgh Council.

Members expressed disappointment over the projections but noted it was predictable savings would slip given the current circumstances. Despite the commitment made by the Scottish Government (SG) to fund the incurred costs of Covid-19, members suggested that balance should still be an aim and questioned what would happen if the SG did not fund the entirety of costs incurred.

Members also questioned the impacts of having staff vacancies through delegated services, and in particular, the impacts on service delivery and ultimately end users. Moving forward, members acknowledged an assessment through a service delivery lens would be beneficial and more tailored to the outcomes the Committee is trying to achieve.

Decision

- 1) To note the financial position for delegated services to 31st August 2021.
- 2) To note the ongoing tripartite discussions, led by the Chief Officer, to deliver financial balance.
- 3) To agree to including information on the impact of inflation rates in the next quarterly update.
- 4) To agree to making a distinction between core funding and Scottish Government brokerage in the Finance Update submitted to the December EIJB.
- 5) To agree to arrange a meeting between lead officers and Committee members to address staff vacancy problems prior to the next Committee meeting.

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

5. Savings and Recovery Programme Update

An update on the position of the 2021/22 Savings and Recovery Programme – as at the end of August 2021 – was presented to the Committee.

The main concerns of members arose on the budgets of policy development and purchasing, which would need to deliver savings of £4m over the next 5 months to achieve their goal. Members raised concerns of setting an unrealistic budget and questioned the process of how a budget can be quantified in the first place when an updated position cannot be presented due to the complexity of data collection. Officers reiterated the complexity of collating the data – especially in relation to purchasing – and also highlighted the fluid context in which budgets are set, with many risks and challenges unknown at the time. Further, the process of recruiting a report writer was noted to be underway, which had the potential to improve data collection and the presentation of data in further iterations of the report. Moving forward, members raised concerns on agreeing to savings programmes in the future if the target savings were unachievable.

Members also sought assurance from officers that, when savings targets are not met, the negative impacts on families cannot be forgotten. In the future, a template that included lived examples of how decisions can affect individuals and families (that goes further than the already established IIAs) was requested.

Decision

- 1) To note the current position of the 2021/22 Savings and Recovery Programme.
- 2) To endorse the proposed changes to the Financial RAG definitions to be submitted for approval to the IJB.
- 3) To bring to the attention of the IJB that the very complex and inter-dependent savings in policy development and purchasing budgets will not be achieved this year, and – financial reporting, because it is so complex, meaningful financial details cannot be provided currently
- 4) Changes to recording financial and service details ‘real life’ tracking is in under development, but the current lack of resource to identify to what extent the budget has been achieved at this current position is also concerning.

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

6. Set-Aside Services

Information on set-aside services was presented to the Committee which updated members on the work underway to address the recommendations of the Ministerial Strategic Group (MSG) and Audit Scotland. The paper also presented an opportunity for members to discuss any pertinent issues around set-aside and hosted services.

Members acknowledged the highly complex arrangements within set-aside services and expressed the desire to highlight specific service areas where the IJB could shape policy and areas that NHS Lothian need to take responsibility for.

Decision

- 1) To note the content of this report, including the work that is already taking place to influence set-aside and hosted services.
- 2) To note that the next stage of the sustainability programme will scope services to be included in the next tranche of transformation proposals, which could impact on, or include, elements of services classed as set-aside or hosted.
- 3) To acknowledge current system pressures and the lack of resource currently available to support specific workstreams impacting on set-aside or hosted services.
- 4) To note that the outcome of the National Care Service consultation and any future implementation plans are likely to have profound impact on how services are currently organised and funded.
- 5) To acknowledge the complexity of the issues of set-aside services and request these are considered in the update report presented at the December EIJB.

(Reference – Report by the Service Director – Strategic Planning, EHSCP submitted)

7. Health and Social Care Grant Programme Evaluation 2020-21

An overview of the activities funded through the Health and Social Care Grant Programme for 2020/21 was presented to the Committee. The report highlighted the agility and adaptability of the grant-funded organisations in their response to Covid-19 and demonstrated the Programme's local and national strategic fit.

Members praised organisations for their ability to adapt to the changing circumstances during Covid but stressed that, in many areas, negative impacts were still being felt due to services not returning to face-to-face normality. Members requested that this impact is not underestimated when evaluating the programme's success.

Further, members questioned how the impact on users was captured and highlighted that many of the Integrated Impact Assessments (IIAs) need to be progressed to be cumulative and not just 'tick-box' exercises. This would allow officers to better reflect on lessons learnt and better inform decision making moving forward, as well as having a positive impact on services – and hence users – who benefit from grants.

Decision

- 1) To note the findings of the Health and Social Care Grant Programme Evaluation Report 2020/21 attached as Appendix 1.
- 2) To agree to include the 'lessons learnt' from previous grant programmes in next years' report to Committee and how these lessons can influence future decision making.
- 3) To note that services users often receive more than one service, and the cumulative effect of service cuts and changes can have severe impact. To request that officers consider how cumulative impact can be measured and that future reporting includes the cumulative effects on service users and carers.
- 4) To note that community mobilisation is developing at pace, and that this will be reflected in the new strategic plan and system changes
- 5) To note the adverse changes in Health Inequalities as a direct result of Covid-19 Pandemic as a key priority in future funding plans.

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

8. Equality Outcomes and Mainstreaming Progress Report

An update on the progress made in mainstreaming equality and in achieving the Equality Outcomes agreed by the Edinburgh Integration Joint Board in December 2019 was presented to Committee.

Members raised concerns of the omissions from the report, which did not seem to explicitly state the progress made since the last iteration of the report. Further, potential gaps were noted throughout the report, including information on BAME communities.

Decision

To arrange a discussion between officers and any interested Board members on how to address the gaps in the report, and present the updated version to the December Committee meeting if officer workload and timescales allowed

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

9. Date of Next Meeting

Wednesday, 24 November 2021.