

REFERRAL REPORT

Annual Review of Directions – Referral from the Performance and Delivery Committee

Edinburgh Integration Joint Board

21 June 22

Executive Summary

1. The purpose of this report is to refer the attached report on the Annual Review of Directions from the Performance and Delivery Committee to the Edinburgh Integration Joint Board (EIJB) for consideration with the Committee’s recommendations detailed below.
2. The period considered by the report is April 2021 to March 2022.
3. The report was considered by the Performance and Delivery Committee on 6 April 2022. There are future actions included at paragraph 5 of the main report which have since been completed.

Recommendations

The Performance and Delivery recommends that the Edinburgh Integration Joint Board:

1. Approves the varied Directions provided at Appendix 1 of the report.

Terms of Referral

1. The Performance and Delivery Committee on 6 April 2022 considered the Annual Review of Directions, which provided a progress update on the achievement of extant directions between April 2021 – March 2022. The report also proposed retaining, varying, closing or superseding the existing recommendations moving forward.
2. During consideration of the report, the Committee discussed the following:
 - The clear and concise reporting throughout, and praised the progress made in this reporting over the last few years.
 - The work undertaken to meet Internal Audit (IA) requirements.
3. The Committee agreed:
 - 3.1 To note the update on progress of directions in place during the period April 2021 – March 2022 provided at appendix 1.
 - 3.2 To approve the recommendations for retaining, varying, closing or superseding existing directions (also provided at Appendix 1) prior to referral to the Edinburgh Integration Joint Board (EIJB).
 - 3.3 To note the work undertaken to meet Internal Audit (IA) recommendations in respect of the impact of COVID on directions.
 - 3.4 to note the IA requirement to strengthen partner compliance with statutory obligations and regulations and the actions to support this.
 - 3.5 To refer the report to the June Edinburgh Integration Joint Board.

The Integration Joint Board is asked to consider the recommendations of the Performance and Delivery Committee.

Report Author

Councillor Melanie Main

Chair, Performance and Delivery Committee

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Appendices

Appendix 1 Annual Review of Directions

REFERRAL REPORT

Annual Review of Directions – Referral from the Performance and Delivery Committee

Edinburgh Integration Joint Board

9 August 2022

Executive Summary

The purpose of this report is to refer the attached report on the Annual Review of Directions from the Performance and Delivery Committee to the Edinburgh Integration Joint Board for consideration with the Committee's recommendations detailed below.

Recommendations

The Performance and Delivery recommends that the Edinburgh Integration Joint Board:

1. Approves the varied Directions provided at Appendix 1 of the report.

Terms of Referral

1. The Performance and Delivery Committee on 6 April 2022 considered the Annual Review of Directions, which provided a progress update on the achievement of direction between April 2021 – March 2022. The report also proposed retaining, varying, closing or superseding the existing recommendations moving forward.
2. During consideration of the report, the Committee discussed the following:
 - The clear and concise reporting throughout, and praised the progress made in this reporting over the last few years.
 - Assurance was provided that Integrated Impact Assessments (IIAs) were conducted during the process of producing submissions.
3. The Committee agreed:
 - 3.1 To note the update on progress of directions in place during the period April 2021 – March 2022 provided at appendix 1.

- 3.2 To approve the recommendations for retaining, varying, closing or superseding existing directions (also provided at Appendix 1) prior to referral to the Edinburgh Integration Joint Board (EIJB).
- 3.3 To note the work undertaken to meet Internal Audit (IA) recommendations in respect of the impact of COVID on directions.
- 3.4 to note the IA requirement to strengthen partner compliance with statutory obligations and regulations and the actions to support this.
- 3.5 To refer the report to the June Edinburgh Integration Joint Board.

The Integration Joint Board is asked to consider the recommendations of the Performance and Delivery Committee.

Report Author

Councillor Melanie Main

Chair, Performance and Delivery Committee

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Appendices

Appendix 1 Annual Review of Directions

REPORT

Annual Review of Directions 2022

Performance and Delivery Committee

6 April 2022

Executive Summary	The purpose of this report is to present the annual review of directions in place between April 2021-March 2022. This report provides a progress update on the achievement of directions, together with proposals for retaining, varying, closing or superseding existing directions.
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Recommendations	<p>It is recommended that the Performance and Delivery Committee:</p> <ol style="list-style-type: none"> 1. Considers the update on progress of directions in place during the period April 2021 – March 2022 provided at Appendix 1. 2. Considers the recommendations for retaining, varying, closing, or superseding existing directions (also provided at Appendix 1) prior to referral to the Edinburgh Integration Joint Board (EIJB). 3. Notes the work undertaken to meet Internal Audit (IA) recommendations in respect of the impact of COVID on directions. 4. Notes the IA requirement to strengthen partner compliance with statutory obligations and regulations and the actions to support this.
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Directions

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

Report Circulation

1. This report is being considered by the Performance and Delivery Committee before referral to the Edinburgh Integration Joint Board (EIJB).

Main Report

2. The EIJB approved a new Directions Policy and 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 Performance and Delivery Committee with recommendations about whether directions should be retained, closed, varied or superseded being brought to the EIJB at the start of each financial year.
3. A review of current directions (ie those in place or approved during the period April 2021-March 2022) has now been undertaken. This has involved:
 - providing progress updates;
 - establishing if the direction remains relevant or if it has been achieved;
 - establishing if the strategic direction remains relevant in light of any 'lessons learned' or impact from the COVID-19 pandemic;
 - determining if timescales remain achievable; and
 - establishing if any amendments are required to performance measures.
4. In summary out of a total 16 directions, the recommendations are for 9 to be retained, 1 varied, 5 closed and 1 superseded.

Directions proposed for retention

5. Out of the 9 directions proposed for retention, the expectation is that three of these will be reviewed in-year.

- Direction EIJB-10/12/2019 – 1 which relates to alcohol and drug services is proposed for retention on the understanding that a spending plan report and associated directions will be considered by the EIJB in April 2022.
 - The carers direction (EIJB-02/02/2021-1) will be considered as part of work to review the Joint Carers Strategy planned to take place in the Autumn.
 - EIJB-07/12/2021-2 which relates to the development of the One Edinburgh approach will be reviewed in June 2022 when it is anticipated this work will be completed.
6. The remainder of the directions proposed for retention remain relevant and appropriate at this juncture. It is anticipated, however, that there will be further consideration of directions as part of the development of the next three-year Strategic Plan.

Directions proposed for closure

7. Five directions are proposed for closure. The spreadsheet at Appendix 1 provides further detail but in summary:
- For EIJB-22/06/2021-2, the performance targets in respect of workforce have been achieved.
 - The community 'step-down' resource for adults with a learning disability has been operational since April 2020 and is now part of mainstream service provision (EIJB-10/12/2019-2).
 - Tenancies have been commissioned for adults with forensic support needs (EIJB-22/06/2021-3)
 - All contractual uplifts (EIJB-07/12/2021-1) have been actioned by the end of the March 2022.
 - There is an agreement in principle to mainstream transformation within strategic planning (EIJB-22/10/2019-2).

Direction requiring a variation

8. Only one direction (sensory support services) requires a variation. This is to confirm the financial allocations for 2022/23 onwards. The new draft direction is provided at Appendix 2.

Superseded directions

9. A finance report is scheduled for the EIJB on 22 March 2022 which includes the recommendation that direction EIJB-22/10/2019-1 (which encompasses all services not covered by a specific direction) is superseded.

Internal Audit (IA) recommendations and requirements

10. As part of this year's review and in response to an Internal Audit (IA) recommendation, direction owners were asked to consider if there is requirement to vary or supersede the extant direction to take account of any strategic implications arising from the COVID-19 pandemic.
11. There has been no requirement to amend any of the extant directions. There are two reasons for this: firstly, directions formulated and approved late 2020 onwards took account of any COVID emerging issues or lessons learned; secondly, for those directions approved prior to the pandemic, the high-level strategic objectives remain relevant and appropriate.
12. It is important, however, to understand that while the strategic intent remains the same, the mechanism for operational implementation of the direction may have changed to take account of the impact of COVID, for example by introducing different ways of working. This distinction is best illustrated by way of example. In respect of sensory support services, the direction remains relevant, but an element of contracted service is no longer required. During the pandemic, it became clear that the BSL duty service was no longer required as service users utilised a Scotland-wide online tool instead and the associated

funding was redistributed to enhance other parts of contracted services for which there was increased demand.

13. Likewise, although timescales for some projects did slip (for example, the construction of the new-build flats referenced in direction EIJB-22/06/2021-3) progress was monitored via the direction tracker and reported accordingly.
14. There has also been discussion with IA about the need to strengthen the approach to partner compliance with legislation and regulations in respect of directions following a recent audit. The directions template has been amended accordingly (see Appendix 3) and is now being used for all new, varied or superseded directions, including the direction recommended for variance as part of this review.
15. As noted earlier, three of the directions that are recommended for retention will be reviewed within the next few months and are likely to be recommended for closure or to be superseded at this point. There is therefore no proposal to transfer these onto the new directions template.
16. For the remainder of the directions to be retained, the intent is to transfer these to the new directions template and re-issue from the Chief Officer.
17. There is a requirement to review the overarching directions policy later in the year. The necessity for partner agencies to be mindful of statutory obligations and regulations in the carrying out of EIJB directions will be included in the refresh of the policy.

Next steps

18. For the direction recommended for variance, a revised draft direction has been formulated and can be found at Appendix 2. The Performance and Delivery Committee is asked to review this draft direction before onward referral to the EIJB for formal approval.

Implications for Edinburgh Integration Joint Board

Financial

19. All extant directions have been subject to EIJB reporting and approval and consideration of the financial implications has been part of this governance process.

Legal / risk implications

20. Failure to comply with the legislative requirement in respect of directions would place the EIJB in breach of its statutory duties.
21. Failure to provide sufficiently detailed directions to partner organisations (NHS Lothian and the City of Edinburgh Council) may impact on the ability to deliver of key areas of the Health and Social Care Partnership's work.
22. The IA requirement to strengthen the approach to legislative and regulatory requirements in respect of directions has been acknowledged and addressed in the proposals contained within this report.

Equality and integrated impact assessment

23. There are no direct equality implications arising from this report. All directions have been subject to EIJB reporting which includes comment on equalities implications.

Environment and sustainability impacts

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

Quality of care

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

Consultation

26. Existing directions are based on strategic priorities which have been subject to prior co-production and consultation, and agreement with partner organisations (NHS Lothian and The City of Edinburgh Council).
27. Health and Social Care Partnership Strategic Managers, the Chief Finance Officer and Service Director Strategic Planning have been involved in reviewing current directions as part of the annual review process.

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Background Reports

1. [EIJB Directions Policy](#)

Appendices

Appendix 1	Update on existing directions and recommendations
Appendix 2	Draft varied direction
Appendix 3	New directions template

IJB Directions Tracker

Updates on progress and recommendations on whether to retain, vary, supersede or close extant directions

Reference	Services covered	Direction	Relevant report	Budget allocation			Performance measures	Issued to	Approval date	Issue 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 & NHS	22/10/19	14/11/19	On track. Financial schedule maintained by the Chief Financial Officer and updated regularly.	A finance report is scheduled for the EIJB on 22 March 2022 at which point it will be recommended that this direction is superseded.
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	22/10/19	14/11/19	Achieved Proposal to establish a permanent project management/transformational change resource in strategic planning has been agreed in principle by EIJB, and will be subject to further consideration by EIJB (report anticipated August 2022).	Recommended for closure as agreement in principle to mainstream transformation within strategic planning. New directions will flow from the next three-year strategic plan to be in place by April 2023.
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	22/10/19	14/11/19	On track <ul style="list-style-type: none"> Panmure St Anne's provision complete. Liberton Business Case proceeding. Salsbury Court on schedule to complete June 2022. Student population has grown within Edinburgh in last 5 years. Meetings taking place in March 2021 to discuss City plan and further pressures this may cause to Primary Care premises. 	Retain direction and review in April 2023
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.	<ul style="list-style-type: none"> 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	NHSL £1.1m	CEC £0.3m	In line with Scottish Government national outcomes and targets	CEC & NHSL	10/12/19	11/02/20	On track A new spending plan and proposals together with associated directions is scheduled to be considered by the EIJB in April 2022 at which point this direction will be superseded.	Retain direction on the understanding that this will be superseded in April 2022 subject to EIJB approval

				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 £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	10/12/19	11/02/20	Achieved • The Step down resource has been operational from April 2020. • It has supported three people who left hospital and have moved into their own tenancies. • There are now two further people using the resource and have their own tenancies in the planning stage.	Recommended for closure as the Step Down resource is operational and part of mainstream service provision.
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	10/12/19	11/02/20	On track. • Deaf Action is experiencing high demand for its specialist social work service, and a proposal is expected on how to redistribute unused funds from the cessation of the BSL duty service due to under-use to employ additional social work resource. • Sight Scotland services are meeting targets for rehabilitation and mobility clients, and administering the sight loss register effectively on behalf of the Council. • Visibility Scotland is developing the patient support service at the Eye Pavillion well, with plans for clinician education over the next quarter to increase referrals. • All contracted sensory providers are contributing both to extensive and wide-ranging partnership working, including joint funding bids, and contract community benefits as required.	Vary direction to confirm finance 22/23 onwards as per contract award.
EIJB-02/02/2021-1	Carers	Implement the Edinburgh Joint Carers Strategy 2019-22 and associated implementation plans.	•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	02/02/21	25/02/21	On track • Contracts awarded January 2021. • Year 1 Report of Performance and Evaluation to EIJB Performance and Delivery Committee March 2022	Retain direction and review when the strategy is refreshed - anticipated autumn 2022

EIJB-22/06/2021-2	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 Primary Care Improvement Plan, EIJB, October 2021 	21/22	NHSL £15.5m	CEC £0	Growth of staffing resource to target of c230wte spread across City practices by April 2022	NHSL	22/06/21	25/06/21	Achieved <ul style="list-style-type: none"> Total c240 WTE in place by March 2022. In addition new vaccination team is becoming embedded and will join with community treatment and care. 	Recommended for closure.
EIJB-22/06/2021-3	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 	21/22 22/23 23/24	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	22/06/21	25/06/21	Achieved <p>Construction of the new build flats had previously been impacted by the COVID-19 pandemic but the building works are now complete (as of March 2022).</p> <p>The Support Works service is working with individuals in a person-centred way to support their tenancies.</p>	Recommended for closure
EIJB-22/06/2021-4	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 	21/22 22/23 23/24	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	22/06/21	25/06/21	On track <ul style="list-style-type: none"> 9 tenancies with support were commissioned as a new build property and are now operational. 5 new build houses have been agreed by 21st century homes in Silverknowes. These should be built and operational by 2023 The refurbishment of Hillview is now complete and will provide a home for 2 people. 	Retain and review April 2023
EIJB--22/06/2021-5	Mental health	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 	21/22	NHSL £2.9m	CEC £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	22/06/21	25/06/21	On track. <p>Planned number of staff to recruit was 66.56 WTE. As at January 2022 68.76 WTE recruited.</p> <p>Due to our success with recruiting and fully utilising our funding, the SG awarded further funding to support our redesign of unscheduled care which will enhance capacity to respond to people in distress with the appointment of an additional 3.2 WTE nurses and 3.00 WTE navigators.</p>	Retain and review April 2023

EIJB--22/06/2021-6	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 	21/22	NHSL £0.85m	CEC £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	22/06/21	25/06/21	Delayed Additional funding secured by NHS Lothian from Scottish Government in August 2021 to increase staffing to ensure that all patients are seen within 18 weeks by March 2023	Retain and review April 2023
EIJB-28/09/2021-1	Intermediate care, Hospital Based Complex Clinical Care (HBCCC) and Care Homes	<p>a. Decommission the residential care model provided at Drumbrae Care Home and direct the re-provisioning of Hospital Based Complex Clinical Care (HBCCC) services within that facility.</p> <p>b Decommission intermediate care beds currently provided at the remaining wards at Liberton Hospital and to direct the re-provisioning of these within a reconfigured number of beds within the remaining HBCCC estate.</p> <p>c Decommission HBCCC beds provided at Findlay House and Ellen's Glen House and direct the re-provisioning of these within the former residential care home facility in Drumbrae.</p> <p>d. Commission Intermediate Care beds within the bed base remaining at Ellen's Glen House and Findlay House.</p> <p>e Decommission the HBCCC beds provided at Ferryfield House, noting this will enable a withdrawal from the lease at intended break point and decommission the service provided there by October 2023.</p>	Bed Based Care – Phase 1 strategy, EIJB, 28 September 2021	Please refer to Appendix 3 of the report for further detail of the timeline and financial model.	NHSL £15.7m	CEC £7.7m	Monitoring and reporting on delayed discharges; waiting list monitoring for each bed type considered; length of stay data; care home delays; occupancy rates across bed types; care at home / homecare demand.	City of Edinburgh Council (a) NHS Lothian (b-e);	28/09/21	26/10/21	Slight delay * Slight delay to timescales due to impact of system pressures around 6 months added to original timeframe. * All residents and staff moved from Drumbrae care home, care home has been decommissioned as planned. * Lease T&Cs being agreed between partner organisations, once complete work can begin on adapting the building for use as HBCCC enabling remaining redesign activities. * Nursing model has been approved through relevant governance routes and posts will be advertised in the immediate future.	Retain direction and review in April 2023
EIJB-07/12/2021-1	<ul style="list-style-type: none"> All purchased services All direct payments, individual service funds and payments to personal assistants 	Implement a contractual uplift to allow frontline staff delivering frontline social care services in the third and independent sector to be paid a minimum of £10.02/hour with effect from 1st December 2021	Finance Update, EIJB, 7 December 2021	21/22	NHSL £0	CEC £4.260m	Uplift to be actioned	CEC	07/12/21	27/-1/22	Achieved. The majority of uplifts were applied by 3 March 2022, with the remainder achieved by 31 March 2022. Reported and discussed at the Procurement Board.	Recommended for closure.
EIJB-07/12/2021-2	Care at Home	Direct contract award to PwC to undertake the work to develop the One Edinburgh approach	B Agenda item – EIJB Meeting 07 December 2021	2021/22	NHSL £0	CEC Up to £1.2m, depending on the scope of the work	Performance will be measured via the contract agreement with PwC. This will include appropriate gateways/points of review and will be regularly monitored at the Partnership's IMT meeting.	CEC	07/12/21	30/12/21	On track Work commenced in December 2021 focusing on three main areas; the establishment of a command centre, development of performance dashboards and development of target operating model optimising internal and external capacity. It is anticipated that programmed work will be complete by May.	Retain and review June 2022

EIJB-07/12/2021-3	Residential care homes	Provide interim care beds to support hospital discharges. People will be supported to move to this accommodation while waiting for either a package of care or a care home placement. This will be in a combination of beds in City of Edinburgh run care homes and beds purchased directly from the independent sector	B Agenda item – EIJB Meeting 07 December 2021	2021/22	NHSL £0	CEC Funding of £5.4m over 2 years has been provided as part of the winter package of measures.	Performance will be measured by the Partnership’s IMT meeting which regularly will monitor the availability and use of the capacity	CEC	07/12/21	30/12/21	<p>On track</p> <ul style="list-style-type: none"> • 116 moved to an interim bed between 2.12.21 and 16.3.22. • IMT receive a weekly report on number of interim beds available, numbers of people moving to an interim bed and those moving on from an interim bed • A review of the interim beds is due to be undertaken and reported to the Executive Team in April 2022. 	Retain and review April 2023
				<p>The associated financial risk has been the subject of discussion between the Leader of the Council, the Cabinet Secretary and the IJB Chief Officer. As a result, the SG has now confirmed that, if necessary, further funding would be made available to Edinburgh to support the purchase of this capacity and that next year’s costs would be considered and a subsequent letter of comfort has been issued by the Cabinet Secretary and accepted by</p>								

DIRECTION FROM THE EDINBURGH INTEGRATION JOINT BOARD (EIJB)

Partner agencies are required to carry out this direction in accordance with statutory and regulatory obligations, ensuring adherence to relevant guidance, policies and procedures, in pursuit of the EIJB’s strategic objectives.

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-10/12/2019-3 by specifying finances allocated for 2022/23 onwards to reflect approved contract lengths.		
Approval date	TBC		
Services / functions covered	Community and hospital based support services for people with sensory loss, i.e. Deaf, hard of hearing, deafened and deafblind people, and people with sight loss.		
Full text of direction	Continue commissioned services contracts for sensory support. For deaf services, contract period ends September 2023 with an optional 2 year extension; for sight loss services, contract period ends March 2024 with an optional 2 year extension.		
Direction to	The City of Edinburgh Council		
Link to relevant EIJB report / reports	Adult Sensory Support.pdf		
Budget / finances allocated to carry out the direction.		<i>NHS Lothian</i>	<i>City of Edinburgh Council</i>
	Financial year 2022/23	£0m	£0.471m
	Recurring funding	£0m	£0.471m

Performance measures	<p>Specific performance measures developed and agreed for all services as follows:</p> <ul style="list-style-type: none"> • Sight Loss Rehabilitation and Mobility (Sight Scotland) • Certificate of Vision Impairment register (Sight Scotland) • Patient Support Service, Princess Alexandra Eye Pavilion (Visibility Scotland) • Deaf social work service (Deaf Action) • Deaf equipment service (Deaf Action) <p>Performance measures are specified in contracts and monitored as part of contractual arrangements.</p>		
Date direction will be reviewed	April 2023		

DIRECTION FROM THE EDINBURGH INTEGRATION JOINT BOARD (EIJB)

Partner agencies are required to carry out this direction in accordance with statutory and regulatory obligations, ensuring adherence to relevant guidance, policies and procedures, in pursuit of the EIJB's strategic objectives.

Reference number	Use format: EIJB-approval date-sequential number eg EIJB-22/10/2019-xxx
Does this direction supersede, vary or revoke an existing direction? If yes, please provide reference number of existing direction	Yes / No (delete as appropriate) If yes, provide details
Approval date	Insert date of EIJB meeting (day/month/year format)
Services / functions covered	List all services subject to direction eg mental health services, disability services, general medical services
Full text of direction	
Direction to	NHS Lothian The City of Edinburgh Council (please specify if the direction is for NHS Lothian or The City of Edinburgh Council or for both organisations ie NHS Lothian and The City of Edinburgh Council)
Link to relevant EIJB report / reports	Provide hyperlinks

Budget / finances allocated to carry out the direction.	State the financial resources allocated to enable NHS Lothian or the Council or both to implement the direction.	NHS Lothian	City of Edinburgh Council
	Year one funding (delete if not year one) and specify financial year eg 2022/23	Provide in format £x.xm	Provide in format £y.ym
	Recurring funding	Provide in format £y.ym	Provide in format £y.ym
Performance measures	<p>Please list performance measures specific to the project or programme or refer to the section of the business case which contains this information.</p> <p>Key Performance Indicators (KPIs) should be SMART (specific, measurable, achievable, realistic and timely)</p> <p>Where performance is linked to national indicators, national strategy outcomes or targets, the relevant measures should be detailed, together with information on how and when these indicators / targets / outcomes are reported and measured.</p>		
Date direction will be reviewed	April 20xx (insert year – no more than 12 months from the date the direction has been approved)		