

# Finance and Resources Committee

10am, Tuesday 20 June 2023

## Resource to support the Edinburgh Integration Joint Board Medium Term Financial Strategy

Executive/routine  
Wards  
Council Commitments

### 1. Recommendations

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It is recommended that the Finance and Resources Committee:

- 1.1 Note the requirement for the Edinburgh Integration Joint Board (EIJB) to develop and deliver a Medium Term Financial Strategy (MTFS).
- 1.2 Note that additional resource is required to support the development of a Medium Term Financial Strategy.
- 1.3 Note that the previous Chief Officer, Edinburgh Health and Social Care Partnership in consultation with the Convenor of Finance and Resources Committee under urgency provisions approved the recruitment of additional resource through a waiver to provide specific capacity to lead the development of the MTFS.
- 1.4 Agree to a further six month extension for this additional resource, to further develop the MTFS.

**Andrew Kerr**

**Chief Executive**

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# Report

## Resource to support to the Edinburgh Integration Joint Board Medium Term Financial Strategy

### 2. Executive Summary

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- 2.1 This report provides Finance and Resource Committee with an update on the additional resource required to develop the Edinburgh Integration Joint Board (EIJB) Medium Term Financial Strategy (MTFS).
- 2.2 The request for additional resource to develop the MTFS has been discussed and agreed by the Convenor of Finance and Resources Committee under urgency procedures. This report homologates the initial decision taken under urgency procedures.
- 2.3 This report also requests that Finance and Resources Committee agree a further 6 month extension for this appointment to allow the work on the MTFS to continue. Whilst there has been significant progress to develop the MTFS, there is still a significant amount of work required to achieve financial balance. Alongside this, two Care Inspectorate reports include several recommendations that will require investment from the EIJB.

### 3. Background

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- 3.1 There is a recognition that the EIJB needs to urgently develop a MTFS to achieve its ambition to deliver a sustainable health and care service within Edinburgh especially considering the funding gap of £41m for 23/24 and an anticipated gap of £80m over the next four years.
- 3.2 Initial work has been undertaken to start to shape a MTFS, however this work is being undertaken alongside delivering several other workstreams. There has been no one dedicated resource who has the expertise or capacity to undertake this work at the pace required.

### 4. Main report

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- 4.1 The MTFS needs to be set in the context of the EIJB strategic ambition for a sustainable health and care system and delivered in line with the strategic priorities

within the EIJB Strategic Plan and will deliver strategic change with health and care services.

- 4.2 Some work had begun to develop a MTFs for the EIJB, however the work had been driven by existing staff and there was a requirement to increase the pace of this work considering the 23/24 budget gap. There was a recognition that to deliver a MTFs, additional dedicated resource with relevant expertise was required to:
  - 4.2.1 Develop specific proposals to address the projected budget gap both this year and in the coming years by identifying opportunities to deliver better outcomes for those who use health and care services in Edinburgh, alongside driving efficiencies and minimising costs.
  - 4.2.2 Develop clear benefits realisation (including clear articulation of the net value) for proposals identified, ensuring key milestones are achieved.
  - 4.2.3 Development of implementation plans to enable the EIJB to achieve clear tangible benefits, better outcomes for people and efficient services.
- 4.3 The Chief Officer and colleagues engaged Gatenby Sanderson, (who are on a Council framework) interviewed and appointed a suitable candidate on an interim basis week commencing 28 November 22 for an initial period of 6 months.
- 4.4 To allow this work to begin immediately, the Chief Officer, Edinburgh Health, and Social Care Partnership in consultation with the Convenor of Finance and Resources agreed to proceed with this appointment under urgency procedures set out in paragraph 4.1 of the Committee terms of reference and delegated functions for the initial six months (week commencing 28 November – 2 June). Consultation has also been undertaken with the Convenor of Finance and Resources Committee, group spokespersons and group leaders under urgency procedures to cover the period 2 June – 20 June. This report homologates the decision taken under urgency procedures covering the period week commencing 28 November 22 to 20 June 23.
- 4.5 Alongside the homologation of the urgency decision, this report also requests that the Finance and Resources Committee agree to extend the appointment of the additional resource by a further six months.
- 4.6 Since the postholder started in November 22, there has been considerable progress to present a MTFs to the EIJB on 13<sup>th</sup> June which indicates how the EIJB would approach financial balance over a 3-year period. However, there is still work to be undertaken to deliver the EIJB savings and recovery programme in 23/24 and deliver the MTFs. This programme also needs to take cognisance of the service improvement and investment required to deliver on the recommendations identified in the two Care Inspectorate reports into Adult Support and Protection and Adult Social Care Services. There is also a significant piece of work to shift service delivery to an early intervention and prevention model and reshape services over the next few years to achieve financial sustainability. This work can't be undertaken within existing resources and needs the expertise of the current resource to deliver on this.

- 4.7 The current candidate has been tasked with the current deliverables and appropriate key performance indicators have been aligned to the undernoted workstreams:
- 4.7.1 Development of the MTFS for the EIJB
  - 4.7.2 Supporting service redesign and configuration
  - 4.7.3 Looking at ways to drive service improvement aligned to synergies with partner work programmes, this will include supporting the Adult Social Work and Social Care improvement programme.
  - 4.7.4 Mapping out opportunity for technology investments, which includes supporting the Digital Transformation for Health and Social Care workstream.
- 4.8 Detailed key performance indicators and outcomes for the remaining 6 months and reviewing deliverables for the previous six months will be developed by the Chief Finance Officer in consultation with the Chair and Vice Chair of the EIJB. Updates on delivery of the EIJB MTFS will be included in the EIJB update report to Policy and Sustainability Committee on a quarterly basis.

## **5. Next Steps**

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- 5.1 The additional resource appointed will continue to develop the MTFS and will report to the June 23 EIJB and reporting through Policy and Sustainability Committee as appropriate.

## **6. Financial impact**

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- 6.1 The initial 6 month costs of the contract are estimated to be £104,650 and will be covered within existing budgets and will be offset by the savings proposals developed and implemented. A further six months extension will cost £104,650 and can be covered within existing budgets.

## **7. Stakeholder/Community Impact**

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- 7.1 As this relates to the appointment of additional resources to support the development of the MTFS, there are no direct stakeholder or community impact (positive / negative).
- 7.2 Any proposals developed as part of the MFTS will be considered in terms of stakeholder / community impacts, both positive and negative and reported in line within appropriate governance arrangements.

## **8. Background reading/external references**

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- 8.1 Not applicable.

## **9. Appendices**

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