

REFERRAL REPORT

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

Edinburgh Integration Joint Board

20 August 2024

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 Committee recommends that the Edinburgh Integration Joint Board:

1. Considers the recommendations of the EIJB Performance and Delivery Committee; and
2. Approves the recommendations for retaining, varying, closing or superseding existing Directions provided at Appendix 1 of the report.

Terms of Referral

1. The Performance and Delivery Committee on 10 April 2024 was presented with the annual review of directions in place between April 2023 - March 2024. The report also provided a progress update on the achievement of directions, together with proposals for retaining, varying, closing or superseding existing directions.
2. During consideration of the report, the Committee discussed the following:
 - The variation in the recommendation to update the KPIs and clarify the number of beds to be decommissioned per year. It was noted that the Older People's pathway was aimed to help influence the next phase of this and that bed modelling had just started looking at the Royal Edinburgh Campus, to ensure that recommendations were based on evidence.

3. The Committee agreed:
 - 3.1. To note the update on progress of directions in place during the period April 2023 – March 2024 provided at Appendix 1 of the report by the Chief Finance Officer.
 - 3.2. To note 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 draft varied direction provided at Appendix 2 prior to referral to the EIJB.; and
 - 3.4. To agree that officers circulate bed modelling figures once they are available.
4. The Integration Joint Board is asked to consider the recommendations of the Performance and Delivery Committee.

Report Author

Councillor Max Mitchell

Chair, Performance and Delivery Committee

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Appendices

Appendix 1 Annual Review of Directions

REPORT

Annual Review of Directions 2024

Performance and Delivery Committee

10 April 2024

Executive Summary	The purpose of this report is to present the annual review of directions in place between April 2023 -March 2024. 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 2023 – March 2024 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. Considers the draft varied direction provided at Appendix 2 prior to referral to the EIJB.
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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 (P&D) Committee prior to referral to the Edinburgh Integration Joint Board (EIJB).

Main Report

2. The EIJB approved a revised Directions Policy and at its meeting held on 8 August 2023. 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, closed, varied, superseded or revoked 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 2023 -March 2024) has now been undertaken. This has involved:
 - providing progress updates;
 - establishing if the direction remains relevant;
 - determining if timescales remain achievable; and
 - reviewing performance indicators to see if these could be strengthened.
4. Appendix 1 sets out the status of directions in place between April 2023 and March 2024. One direction was closed at P&D Committee in November 2023, and this is noted accordingly. Of the 12 remaining directions, the recommendations from this 2024 annual review are for 9 to be retained, 1 varied, and 1 closed.

Directions proposed for retention.

5. All directions proposed for retention remain relevant and appropriate at this juncture.

Directions proposed for closure.

6. One direction (EIJB-21/03/2023-1) relating to the provision of uplifts for contracted services was approved for closure at the Performance and Delivery Committee in November 2023 as uplifts have been actioned. Detail is included within Appendix 1 of this report for completeness.
7. The direction relating to sensory support services (EIJB-09/08/2022-1) was approved early 2020 to ensure that the recommendations from a redesign of services and procurement exercise were delivered. These sensory loss support services have now been in place for four years and, as such, are subject to standard block contract terms and conditions and performance management arrangements. The direction is considered achieved and therefore recommended for closure.

Direction requiring a variation

8. A variation to direction EIJB-8/08/2023-2. (learning disability services) is proposed. The revised draft direction updates performance measures to make explicit the requirement to decommission hospital beds in order to provide more community placements from 2024, in line with the commitments of the Scottish Government's 'Coming Home report. The timescale for delivery has also been amended to reflect continuing delays to the programme arising from increasing construction costs and the recruitment and retention of staff which have been reported to P&D Committee previously.
9. The new draft direction is provided at Appendix 2.

Next steps

10. Consideration will be given to developing further directions linked to the EIJB Strategic Plan which is currently being drafted and will be taken through appropriate governance in due course.

11. This report will be referred to the EIJB following consideration by the P&D Committee.

Implications for Edinburgh Integration Joint Board

Financial

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

Legal / risk implications

13. Failure to comply with the legislative requirement in respect of directions would place the EIJB in breach of its statutory duties.
14. 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.

Equality and integrated impact assessment

15. 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

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

Quality of care

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

Consultation

18. 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).
19. Health and Social Care Partnership Strategic Managers, direction leads and the Chief Finance Officer have been involved in reviewing current directions as part of the annual review process.

Report Author

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Background Reports

1. [EIJB Revised Directions Policy](#)

Appendices

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

IJB Directions Tracker

This tracker provides a status update as of March 2024.

Reference	Services covered	Direction	Relevant report	Budget allocation			Performance measures	Issued to	Approval date	Review date	Status	Recommendation
EIJB-22/03/2022-1	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.	2022/23 Financial Plan EIJB, 22 March 2022 Draft Medium Term Financial Strategy: 2024/25 to 2026/27 EIJB, 18 March 2024	The Financial Schedule sets out financial allocations for all delegated services.			Relevant national and local targets, through regular reporting mechanism via Performance and Delivery Committee and the annual performance report.	CEC & NHSL	01/03/2022	Apr-24	On track Services continued to be delivered in line with current strategic objectives and statutory and regulatory obligations. A new Financial Schedule was considered and approved by the EIJB on 18 March 2024 as part of the report on the draft Medium Term Financial Strategy	Retain
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	22/06/2021	Apr-24	Delayed Over the last 6 months, the average monthly referrals have been 209. This is raised from 185 per month but is still commensurate with historic levels. The trajectory for the number of individuals waiting over 18 weeks for treatment has been trending down since a peak in March 2020, albeit with a slight rise earlier this year as a result of increased demand. However, since March 2023, the rate of reduction of the waiting list has diminished due to the reduced team capacity with the longest waits continuing to be for Matrix Level 4 patients who require the most experienced practitioners. (information as of Nov 2023)	Retain
EIJB-19/04/2022-1	Community Substance Use Services	Develop city-wide clinic to offer same day assessment and initiation of drugs treatment (MAT 1).	Drug and Alcohol Recovery Orientated System of Care Development and Investment plan EIJB 19/04/2022	Year 1 (2022/23) Recurring	NHSL £0.368m £0.368m	CEC £0.190m £0.190m	<ul style="list-style-type: none"> Numbers attracted to the clinic. TARGET: 40/month % with Rx within 24h (or reason for other outcomes): TARGET: all patients have been assessed for suitability for prescribing within 24h of presentation. Additional performance indicators and required management information are described fully in the corresponding reports on 'Drug and Alcohol Recovery Orientated System of Care Development and Investment plan' considered and approved by the EADP Executive in December 2021 and February 2022 respectively. An annual progress report will be presented to the EADP each May/June.	CEC & NHSL	19/04/2022	Apr-24	On Track Although there were initial delays (reported to P&D in November 2023) there is now good progress in meeting implementation milestones. Specifically: <ul style="list-style-type: none"> 100% of people presenting to the clinic are being assessed for treatment on the day of presentation clinic is operating Monday to Friday as planned. Ongoing monitoring is taking place. 	Retain

EIJB-19/04/2022-2	Community Substance Use Services	<ul style="list-style-type: none"> • Provide Opiate Replacement Treatment (ORT) to increased numbers of people. • Test and implement models of care which expand or release capacity with high levels of efficiency, but which are safe, satisfactory to patients and meet all MAT standards. • Maximise use of primary care • Continue to provide appropriate levels of care to non-opiate using patients (MAT 5 & 7, and treatment target) 	Drug and Alcohol Recovery Orientated System of Care Development and Investment plan 19/04/2022	Year 1 (2022/23) Recurring	NHSL £0.621m £0.621m	CEC £0.129m £0.129m	<ul style="list-style-type: none"> • Increased number of patients in Opiate Replacement Treatment - targets below: April 2022 Baseline 3000 April 2023 3138 April 2024 3276 • Continue to provide treatment for non-opiate using patients at current levels (no reduction in alcohol detoxes provided). • Individual tests of change demonstrating models of high-volume increased safe, MAT-compliant care with evaluation reports for each project including satisfaction and experience measures. <p>☒ An annual progress report will be presented to the EADP each May/June.</p>	CEC & NHSL	19/04/2022	Apr-24	Delayed Recruitment to all posts has been achieved but it remains challenging to sustain full staffing in these pressurised services. The process of developing new models to maximise the use of primary care is underway - a development lead in is in post and individual tests of change are being implemented. However, data is still indicating a standstill position in respect of number of people receiving ORT. Analysis is continuing to understand the reasons behind this. A fuller update will be included in the scheduled EADP Annual Report (anticipated June 2024)	Retain
EIJB-19/04/2022-2	REAS Substance Use Services	Increase access to residential rehab interventions.	Drug and Alcohol Recovery Orientated System of Care Development and Investment plan 19/04/2022	Year 1 (2022/23) Recurring	NHSL £0.285m £0.285m	CEC £0 £0	<p>Key performance measures:</p> <ul style="list-style-type: none"> • Increased capacity in Ritson Clinic by 50% (8 beds to 12 beds) • Increased capacity at LEAP by 40% (20 places to 28 places) • Allowing 112+ residential treatment episodes per year in Lothian <p>Progress updates / management information is to be provided by REAS (focusing on outcomes for Edinburgh residents) to inform the annual report that will be presented to the EADP each May/June.</p>	NHSL	19/04/2022	Apr-24	Delayed Additional capacity at both the Ritson Clinic and LEAP now fully achieved. Ritson is providing 12 beds and LEAP 28 places (with associated supported accommodation also secured). Work is continuing to improve access to LEAP by streamlining the pathway. A fuller update will be included in the EADP Annual Report (anticipated June 2024)	Retain
EIJB-09/08/2022-1	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.	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.	Adult Sensory Impairment Services Contracts - Extension and Awards Policy and Sustainability Committee, 25 June 2020	Year 1 (2022/23) Recurring	NHSL £0 £0	CEC £0.471m £0.471m	<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>	CEC	09/082022	Apr-24	On track <ul style="list-style-type: none"> • Sight Scotland and Visibility Scotland continue to provide services in line with agreed performance measures. • Deaf Action continues to deliver the deaf equipment service in line with KPIs. Negotiations are currently taking place regarding the delivery model of the social work service to ensure this remains relevant and appropriate 	Recommended for closure Direction is achieved: these services are subject to core contract management arrangements and as such are now covered by Direction EIJB-22/03/2022-1
EIJB-21/03/2023-1	<ul style="list-style-type: none"> • All purchased services • All direct payments, individual service funds and payments to personal assistants 	Implement contractual uplifts as follows: <ul style="list-style-type: none"> • Apply nationally agreed rates to contracts covered by the national care home contract; and • For all other contracts - bring rates in line with a minimum hourly rate of £10.90 for front line social care staff using the methodology agreed nationally. 	2023/24 Financial Plan, EIJB, 21 March 2023	Year 1 (2022/23) Recurring	NHSL £0 £0	CEC £9.1m £9.1m	Uplift to be actioned	CEC	21/03/2023	Apr-24	Achieved / fully implemented All uplifts have been applied.	Direction is closed (approved at the Performance and Delivery Committee Nov 2023)

EIJ-8/08/2023-1	Support for unpaid carers	Implement the Edinburgh Joint Carers Strategy 2023-26 and actions. The actions are listed in the Strategy and are aligned to the National Care Themes: • Living With COVID-19 • Valuing, Recognising and Supporting Carers • Health and Social Care Support • Social and financial inclusion • Young Carers	The Joint Edinburgh Carer Strategy Refresh 2023-28 Report, EIJB August 2023	2023/24 2024/25 2025/26	NHSL £0.55m £0.56m £0.58m	CEC £6.95m £6.95m £6.92m	The performance measures linked to the strategy are: • the National Health and Wellbeing Outcome 6: People who provide unpaid care are supported to look after their own health and wellbeing, including to reduce any negative impact of their caring role on their own health and wellbeing. • the National Care Outcomes • the Edinburgh Joint Carer Strategy Outcomes • results of the bi-annual survey of unpaid carers in Edinburgh • the KPIs identified for contracts. An evaluation and monitoring framework has been developed to ensure the above measures are monitored. Reports on performance against the outcome measures and the contract KPIs will be presented annually to the Carers Strategic Group and the EIJB P&D Committee. The National Health and Wellbeing outcome is also reported in the EIJB Annual Performance Report. The multi-agency joint Edinburgh Carers Strategic Partnership Group will continue to oversee the implementation of the Strategy.	NHSL & CEC	08/08/2023	Apr-24	On Track A refreshed Edinburgh Joint Carers Strategy was approved at the EIJB in August 2023. The Year 2 Unpaid Carers Performance and Evaluation report considered by P&D Committee on 2 August 2023 showed good progress against KPIs: 84% of KPIs were met or exceeded, with 5% partially met and only 10% not met. The Year 3 performance update (as at period 6) indicates KPIs are largely on track. The full Performance and Evaluation report is scheduled to be considered by P&D Committee in July 24. The multi-agency joint Edinburgh Carers Strategic Partnership Group continues to oversee the implementation of the strategy.	Retain
EIJB-8/08/2023-2	Disability services	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.	• Royal Edinburgh Campus IJB report 18 May 2018 • EIJB Strategic Plan 2019-22, 20 August 2019	2022/23 2023/24	NHSL £2.6m £2.0m	CEC £0.6m £1.2m	16 people are living in the community by December 2024	NHSL & CEC	08/08/2023	Apr-24	Delayed Work is continuing to move people into their homes within the tenancies, although there are some delays relating to difficulties sourcing suitable housing, and recruitment and retention of staff. • 6 people have moved into their own homes within the community. • 4 people are at the later part of discharge planning and aim to move in to their own homes within the community	Variation recommended to update the KPIs and clarify the number of beds to be decommissioned per year

EIJB-21/09/2023-1	All externally arranged care at home support – not including provision for individuals who require an element of specialism from their provider.	Deliver and implement a locality-based framework agreement for long-term care at home support to provide 50,000 hours weekly, at a flat rate (starting from financial year 2024 and recurring thereafter) at a value of £55m p.a. Fair working requirements to be specified as part of the framework. While the framework agreement is being developed, introduce transitional arrangements, with effect from September 2023, including the cessation of commissioning for all new care at home (not including specialist providers), above the agreed flat rate.	EIJB report - 21 Sept 2023. B	Year 1 (2023/24) Recurring	NHSL £0 £0	CEC £0 £55m	1. All new Care at Home commissioned services to be on one sustainable rate by April 2024 (if rate is approved) 2. Identify appropriate individuals for transitioning to single rate and have implemented this by September 2024 3. New Care at home contract in place by third quarter of 2024 <u>Governance</u> • Regular dashboard and progress reported monthly via updated internal Change Programme board • Report through Performance and Delivery and Whole System Oversight Board as required • Report weekly through Command Centre	CEC	21-Sep-23	Apr-24	On Track - All new care at home arrangements commissioned since Jan 2024 have been approved within the limits of the single sustainable rate (SSR) proposals (unless exceptional circumstances apply and financially approved through the current enhanced process) - Review of existing arrangements above the SSR is underway; where appropriate individuals will be moved to tier 1 providers at the sustainable rate or alternatively supported to change to DP or ISF with personal top up from own finances required to individual budgets to retain existing provider services - Continue to work closely with Tier 1 providers who passed Stage 1 of the tender process with intent to implement the new contract in 2024. -Project Board continues to monitor, direct and report on the programme of work.	Retain
EIJB-09/02/2024-1 (NB this direction superseded EIJB-13/06/2023-1)	Older people's bed-based services	Extend the strategic commissioning exercise on older people's bed-based services by a further 6 months	An Older People's Pathway, EIJB, 9 February 2024	2023/24 2024/25	NHSL 0 0	CEC £0.01m £0.11m	Delivery of the recommendations of the paper agreed by the EIJB on 9th February 2024	CEC	09/02/2024	Apr-24	On Track Interim findings presented to EIJB on 09/02/24. Key activities to date: - Forecasting clinical need and demand for bed based services. - Analysis of long-term trends in care home fees. Development of recommendations to combat scarcity-driven inflation. - Engagement with independent sector providers - Further development of a new model for Hospital-based Complex Care	
EIJB-18/03/2024-1	•All purchased services •All direct payments, individual service funds and payments to personal assistants	Implement contractual uplifts as follows: •Apply nationally agreed rates to contracts covered by the national care home contract; and •For all other contracts - bring rates in line with a minimum hourly rate of £12.00 for front line social care staff using the methodology agreed nationally with effect from 1st April 2024.	Minute of EIJB meeting, 18 March 2024	Year one 2024/25 Recurring	NHSL 0 0	CEC £23.7m £23.7m	Uplift to be actioned w.e.f 1st April 2024	CEC	18-Mar-24	Sep-25	N/A - direction approved March 2024	Retain

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	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-8/08/2023-2.		
Approval date	TBC		
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 ten tenancies for adults with complex support needs by December 2026		
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 direction.		<i>NHS Lothian</i>	<i>City of Edinburgh Council</i>
	2024/25	£2.34m	£0.6m
	2025/26	£1.18m	£1.76m

Appendix 2

Performance measures	The decommissioning of a minimum: <ul style="list-style-type: none">• 2024 3 beds• 2025 3 beds• 2026 4 beds
Date direction will be reviewed	April 2025