

# Minute

## IJB Performance and Delivery Committee

**10am, Monday 28 September 2020**

virtual meeting by MS Teams

### Present

#### Voting Members

Councillor Melanie Main (Chair) and Councillor Phil Doggart.

#### Non-Voting Members

Helen Fitzgerald.

### In Attendance

Ian Brooke (EVOC)

Jenny Boyd (NHS Lothian Strategy)

Philip Brown (CEC Strategy & Communications)

Graeme McGuire (NHS Senior Accountant)

Moira Pringle (Chief Finance Officer, IJB)

Jay Sturgeon (Executive Assistant)

Julie Tickle (Planning & Commissioning Officer, EHSCP)

David Walker (CEC Senior Accountant)

### Apologies

Colin Beck (Strategy & Quality Manager, Mental Health and Substance Misuse), Tony

Duncan (Head of Strategic Planning, EHSCP), Helen Elder (Executive Assistant) and

Richard Williams (Committee Member).

## 1. Minute

---

### Decision

To approve the minute of the Performance and Delivery Committee of 20 August 2020 as a correct record.

## 2. Outstanding Actions

---

The outstanding actions updated for this meeting were submitted.

### Decision

- 1) To agree to close the following actions:
  - Item 1 – Terms of Reference
  - Item 2 (2) – Performance Update - measure “average length of time a person is on the waiting list”
  - Item 3 – Finance Update – Savings Scheme for S2c GP practices
  - Item 4 (2) – Psychological Therapies – update on procurement
  - Item 7 – Performance Report – Preventative Measures Work at Edinburgh University
- 2) To note that an update on the financial impact of the Covid-19 pandemic would be included in the next finance report scheduled to be considered at the additional meeting of the Committee on 16 October 2020.

## 3. Work Programme

---

The Committee’s work programme was submitted. It was proposed that, going forward, financial reporting would be quarterly to this Committee, with an option to have additional meetings if required. This would allow members sufficient time to scrutinise specific financial issues in advance of full IJB meetings and to provide appropriate comment.

The proposed new timetable would also contribute to a more manageable workload for this Committee and allow for discussions of other aspects of financial reporting that required to be developed and/or deep dives where necessary.

Reports would be set out with the following format:

1. Reports to have financial detail.
2. Standard notes to accounts that set out methods of accounting for NHS and CEC, definitions and general explanations.
3. Narrative from the Chief Finance Officer of the main issues to be raised.

### Decision

- 1) To agree the new reporting format and timetable of meetings subject to members confirming availability.
- 2) To request members to contact Helen Elder, Executive Assistant confirming agreement of the proposed meeting dates to allow diary invites to be issued.
- 3) To review the work programme to align with the proposed new reporting timetable.

(Reference – Work Programme, submitted)

## 4. Annual Performance Report

---

The annual performance report had been approved at the August IJB meeting and published online. Overall, the IJB's performance was broadly in line with other Joint Boards across Scotland. The report had been referred to this Committee for further consideration and reflection.

IJB members had commented on the level of complexity and detail in the report and officers had agreed to take this on board for next year and look to refresh the format as far as possible within the terms of the legal reporting requirements.

Due to meetings being suspended as a result of the Covid pandemic and staffing resources being deployed onto the vaccination programme and contact tracing, it had not been possible for the annual performance report to be presented to this Committee in advance of it being reported to the IJB in August. Officers planned to have a more targeted reporting schedule in place for 2020/21.

Officers were also starting to look at what performance items would come forward to specific Performance & Delivery Committee meetings. Recruitment was ongoing for a new performance and evaluation manager on a 1 year fixed term basis.

There followed a general discussion and exchange of views where the following issues were raised:

- Presentational issues – the table on page 29 of the report was showing a green status even although the target had not been met. The unplanned admissions figure seemed particularly high and it would be useful to look at this. Comparisons between the localities' metrics should be presented on the one graph as they were not particularly easy to follow. Table on page 22 of the paper (ranking against Scotland) members felt it would be helpful to have this presented at the start of the document instead of at the end.
- EVOC welcomed the report and that such detailed information could be found in the one document. In areas where Edinburgh wasn't performing so well it would be helpful to have a linkage to where performance needed to be improved and checking that actions were on course.
- Officers intended to carry out a brief review of the current Strategic Plan with a view to planning for the next iteration of the Plan from March 2022. The JSNA would also undergo a refresh of data and would inform the new Strategic Plan.
- Regarding the role of this Committee members felt they should be scrutinising the links between what the data was saying and leading action and change. Clear links between this work and the work of the Strategic Planning Group were required to allow this to happen.
- Members noted that the Council Annual Performance Report and commitments report aligned with the IJB Annual Performance Report.

### Decision

- 1) To note that officers would take on board the presentational issues raised by members for the next iteration of the annual performance report.

- 2) To bring to the next meeting of this Committee a proposed schedule and timeline of how the annual performance report would be produced so it could be built into this Committee's workplan and IJB reporting timelines.
- 3) To agree that, in future, a covering referral report detailing the IJB's recommendations on the annual performance report be submitted to this Committee.
- 4) To request a report back to the January meeting of this Committee setting out the analysis of the Scottish Government data scheduled to be released in October 2020.
- 5) To request that officers bring back to the next meeting of this Committee the monthly performance report setting out the position since the Covid-19 lockdown in March 2020.
- 6) To include in the report called for in 5) above, an update on the recording of re-admission rates with a specific report on this issue to this Committee in January 2021.
- 7) To note that officers would take up unplanned admissions issues raised by Councillor Duggart offline.

## 5. Annual Review of Directions

---

Members were advised that the August 2019 directions policy complied with Scottish Government good practice guidance. The directions were remitted to this Committee for review on an annual basis. In a normal year, the directions would have been reported to the March/April cycle of meetings. However, due to the Covid pandemic, this report provided a summary of the current position of existing directions and highlighted areas where directions needed to be varied or closed.

The following points were raised and discussed:

- Delay to 2023 for the delivery of accommodation in the learning disabilities service
- Information around approving directions should include, risks, benefits and KPIs and if this wasn't available when approving directions the IJB would not have confidence to approve them
- Members noted that the directions policy set out the process for how directions were formulated, reviewed etc – a business plan or discussion paper would be presented to the Strategic Planning Group and then to the IJB for approval.
- Noted that officers were suggesting Thrive should be split from Psychology in terms of the direction and that there would be KPIs to support both of these – the Thrive contract would be in place in either November or December
- Members commented there was no clear guidance in the policy about closing directions and how the Committee could be assured that the partner organisations were spending the funds allocated and that the directions were being carried out as instructed – all directions had a review date of April 2021

## Decision

- 1) To welcome the report and improved process.
- 2) To close the following directions:
  - Action 2019.10 – Care at Home for Over 65s – agreed that this direction could be closed subject to the closure report being circulated to members of this Committee and with the expectation that this would be reported back to the IJB as part of the transformation programme progress report
  - Action 2019-11 – Home First Acute Services – agreed that this direction could be closed subject to the closure report being circulated to members of this Committee and with the expectation that this would be reported back to the IJB as part of the transformation programme progress report
- 3) To note the progress of the directions approved during the period October 2019 to March 2020 set out in appendix 1 of the report and that these would be reported to the IJB.
- 4) To note the revised draft directions set out in appendix 2 of the report.
- 5) To request a further update to the next meeting of this Committee on the delivery of accommodation within the learning disabilities service.
- 6) To note that there would be further information and clear KPIs in relation to mental health directions included as part of the general report back to this Committee in November 2020 explaining what has occurred over the period of each direction and if it had achieved its delivery aim.
- 7) To note that guidance would be provided to members about closing directions in advance of the next annual directions review report.

## 6. Financial Outturn for 2019/20

---

The financial outturn for 2019/20 was presented. Three key elements were highlighted – operational break even, savings and the recovery programme. The annual accounts would be reported to the IJB in September with budgeted and actual showing a break even position.

The IJB continued to face financial challenges but a positive message in the outturn report was that a break-even position had been achieved for the first time since the IJB was established.

Members also felt it would be helpful to see variations between management and financial accounts for clarity on a quarterly basis to have an understanding of where any potential discrepancies might lie. A headline analysis would be helpful to give members comfort that the analysis was being undertaken to identify potential pinch points and where things that have gone wrong or gone better than expected

The Committee was advised that the reasons for services hosted by other partnerships showing a £1m underspend was largely in mental health services where they were carrying a significant number of vacancies.

## Decision

- 1) To note the financial outturn for 2019-20.
- 2) To agree that more detailed narrative around the variances be included in future reports to enable members to understand the reasons behind variances, what had been the impact and what were the factors in place to mitigate risk.
- 3) To provide members with a briefing note on the impact of the levels of vacancies on services, staff and agency spend.
- 4) To provide members with information on the reasons for large numbers of vacancies in the hosting services rather than core services.

(References – Performance and Delivery Committee 20 August 2020 (item 3); report by the Chief Finance Officer, Edinburgh Integration Joint Board, submitted)

## 7. Finance Update 2020-21

---

At its meeting in July the IJB had agreed the 2020/21 financial plan. Whilst the plan set out how financial balance could be achieved in year, this was heavily reliant on one-off measures. The Board had also noted that both partners (the City of Edinburgh Council and NHS Lothian) had commissioned work to further understand the financial impact of COVID-19.

The Chief Finance Officer provided a verbal update on the projected year end operational position for delegated services. Finance teams in both organisations would determine the extent to which the £10.9m projected overspend related to the 'core' (i.e. underlying operational) position, the impact of COVID-19 on costs incurred to date and any future financial consequences of mobilisation/remobilisation.

The Chief Finance Officer confirmed that partners were projecting an overspend of £10m and NHS Lothian had not built into that any recovery from the Scottish Government but the Council had and this was why the Council figure was lower. Members noted however, that there still remained a reasonably significant overspend if the savings proposals that the IJB had agreed were not delivered.

The annual budget included the savings proposals but only showed savings that had been realised on the Council side. On the NHS side where there was confidence regarding delivery this would be built into the forecast.

Members noted with concern that the report didn't include pay increase funding of £3m but that savings proposals would be reported to the IJB in October 2020.

Members also expressed concerns about the inconsistencies in approach taken by the partner organisations in gathering financial information. It was important that the IJB was provided with the financial information it required to allow for scrutiny and to make appropriate decisions and members felt this was critical as to how the Board functioned as an independent organisation. Financial information presented in two different ways was not acceptable.

## **Decision**

- 1) To note the current year end forecasts provided by partners and to note the ongoing work to refine and further understand these.
- 2) To receive a presentation on the newly introduced governance framework for savings and recovery programme at a future meeting.
- 3) To agree that finance officers from the Council and NHS Lothian continue to try to identify a more consistent way of collating and reporting financial information to the Committee and the IJB.
- 4) To request that the savings programme for the remainder of the year be brought forward to the additional meeting of the Committee on 16 October 2020 and that this be included in the workplan for reporting at the appropriate time.

(References – Integration Joint Board 21 July 2020 (item 6); Performance & Delivery Committee 20 August 2020 (item 4); report by the Chief Finance Officer, Edinburgh Integration Joint Board)

## **8. Any Other Business**

---

Members noted the Committee was still without representation from carers and service user representatives.

### **Decision**

To note that the Chair would explore this offline with EVOC.

## **9. Dates of Next Meetings**

---

### **Decision**

Additional Meeting - Friday 16 October 2020 at 10am to be held virtually by Microsoft Teams

Ordinary Meeting - Monday 16 November 2020 at 10am to be held virtually by Microsoft Teams.