

REPORT

Ministerial Strategic Group and Audit Scotland Integration Reviews – Edinburgh Update

Edinburgh Integration Joint Board

2 February 2021

Executive Summary	<p>The purpose of this report is to provide the Edinburgh Integration Joint Board (EIJB) with an update on the progress implementing the recommendations from the Ministerial Strategic Group (MSG) action plan.</p> <p>This report sets out progress against the more detailed MSG action plan which is provided in Appendix 1.</p>
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Recommendations	<p>It is recommended that the Edinburgh Integration Joint Board:</p> <ol style="list-style-type: none"> 1. Note the progress with the MSG action plan. 2. Direct the Chief Officer and Chief Finance Officer to continue to work with NHS Lothian and City of Edinburgh Council to ensure delivery against wider partnership actions. 3. Receive a further update report in January 2021
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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 NHS Lothian	
	Issue a direction to NHS Lothian	
	Issue a direction to City of Edinburgh Council and NHS Lothian	

Main Report

1. [Audit Scotland](#) and the [Ministerial Strategy Group](#) (MSG) published reports into progress with Integration 2018 and 2019. Both these reports explore the impact of integration policy in practice. They sought to understand what was working well across Scotland and what the barriers were to successful integration. Both reports considered integration across all partners, that is, they considered the roles of Scottish Government, CoSLA as the representative organisation for Local Government, NHS Boards, Local Authorities and in terms of the Integration Authorities themselves.
2. The Audit Scotland report is the second of three planned reviews into integration and took national perspective while also highlighting areas of good practice. The MSG review built on the Audit Scotland report and took as its framework of focus the 6 Key Features which support integration from the Audit Scotland report. Those key features are:
 - Collaborative leadership and building relationships;
 - Integrated finances and financial planning;
 - Effective strategic planning for improvement;
 - Agreed governance and accountability arrangements;
 - Ability and willingness to share information; and
 - Meaningful and sustained engagement.

The Edinburgh MSG Action Plan

3. At the time of publication of the MSG review, partnerships (Integration Authorities and their Council and NHS partners) were invited to undertake and submit a self-evaluation against the recommendations in the review. An action plan was developed and submitted to the Edinburgh Integration Joint Board (EIJB) for approval on 20 February 2020 and the report can be found [here](#). The report committed to a further update report coming back to the EIJB in December 2020. This report is the updated report with an updated version of the action plan included as Appendix 1 which provides a progress update against our actions with timelines. It's reporting to the EIJB has been delayed as a result of reprioritisation due to the Covid pandemic.
4. Progress continues to be seen across some actions in this update, both in terms of action being taken by the EIJB, the Edinburgh Health and Social Care Partnership (the Partnership) as well as its NHS Lothian and City of Edinburgh Council partners. However, there are some areas where due to the sustained impact of COVID-19, some work has been paused as staff resources have been redirected to support COVID-19 activities. Therefore, some timescales have been revised and included within the action plan.
5. Several actions have been completed since the last update:
 - The development session programme for the EIJB has been completed.

- Phase 1 transformation projects have started.
 - Budget setting process for 2021/22 has started and lessons learned from previous years have been incorporated into the process for 2021/22
 - Directions policy is now in place with annual reviews in place.
 - Governance arrangements for the Committees are now in place.
6. Within the last update to the Board, recommendation 6.2 & 6.3 was omitted from the action plan update, these have now been included and updated to reflect the current position.
7. Those areas where no progress has been made since the initial update sit out-with the immediate control of the EIJB or the Partnership and the Chief Officer will continue to work with partner organisations toward delivery of progress within current agreed timelines.
8. Members are aware that an Independent Review of Adult Social Care is being undertaken and due to report at the end of January 2021. The impact of this on the future direction of both the MSG and Audit Scotland reviews is unknown at this time.

Implications for Edinburgh Integration Joint Board

Financial

9. The delivery of integrated approaches has significant financial implications for all partners, and this is recognised in the Audit Scotland and MSG reports as a key enabler, and potential barrier to integration. Financial issues are addressed in the recommendations and action plan in relation to ensuring clear partnership approaches to budget setting, addressing issues relating to the set aside and acute budgets as well as in terms of enabling the use of the totality of delegated resources to shape and transform the health and care system.
10. Ensuring the delivery of effective health and care services for the population requires the EIJB to have in place strategies and plans, and clear investment processes to support those, against a backdrop of financial pressure and rising costs. While there are no immediate financial requests arising from this report, delivery against the actions will require investment in those relevant programmes of work and will be subject to formal papers and Directions to the EIJB.

Legal / risk implications

11. There is a risk that partners do not maximise the potential for integrated approaches in improving outcomes for people, population health and wellbeing and in creating sustainable and modern health and care services. The risk is mitigated by having in place clear strategies and actions plans that reflect the statutory role of each partner

in delivering improvement. The action plan set out in Appendix 1 demonstrates progress against improvement aims and this reduces the risk to all partners.

12. Wider issues of risk are set out and monitored through the EIJB and the Partnership Risk Registers which are held under regular review.

Equality and integration impact assessment

13. Integration as a policy sets out to improve people's experience of health and care and to address health inequalities. As such, ensuring a programme of work against key recommendations for good practice in integration, supports the EIJB's wider endeavours to address equalities. While there are no immediate requirements from this paper to undertake an impact assessment, those significant pieces of work which are reflected in the action plan – e.g. the Transformation Programme – will be subject to appropriate reviews and assessments.

Environment and sustainability impacts

14. It is imperative that strategic planning and the delivery of health and care services takes cognisance of environmental and climate implications and seeks wherever possible to minimise negative impact. The EIJB has in place its Climate Duties plan and all new developments and reports set out how our planning seeks to reduce our impact on the climate. New models of health and care which minimise staff and patient travel, which can be delivered locally and sustainably will form the basis of our planning wherever safe and effective.

Quality of care

15. The quality of care and support to the people of Edinburgh is paramount and the Partnership aim to be a high performing, well regarded health and care provider. Developing actions against the recommendations in both the Audit Scotland and MSG reviews, supports the ongoing development and improvement within Edinburgh.

Consultation

16. Partner organisations have been consulted in relation to progress being made against the recommendations in the reports referenced.

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Appendices

Appendix 1 MSG Action Plan – EIJB

Ministerial Strategic Group Action Plan – February 2021 Update
Edinburgh Response – Edinburgh Integration Joint Board, City of Edinburgh Council and NHS Lothian

Key

- Completed**
- On track**
- Revised milestone**
- Blocks to Progress**



% Complete

No change since February 20 report represented by a '='
 Progress since report in February 20 represented by '^'

Collaborative Leadership and building relationships

Improvement Actions	EIJB response to improvement action	SRO	RAG (% complete)	Milestone Timescales	EIJB Delivery date	Comments
Key Feature – 1 Collaborative Leadership and building relationships.						
1.1 All Leadership development will be focused on shared and collaborative practice						
The EIJB will complete a year-long programme of work following the review of governance undertaken by the Good Governance Institute (GGI). The EIJB agreed to implement GGI review recommendations in full and support leadership development for collaboration within the IJB across all members	<ul style="list-style-type: none"> • GGI development sessions underway over a period of 1 year 	Chief Officer	100%^	June 2020	July 2020	Development sessions with GGI completed
	<ul style="list-style-type: none"> • Terms of reference for sub committees are drafted and approved by the IJB in June 19 		100%	November 2019		
	<ul style="list-style-type: none"> • New sub committees in place from August 19 onwards 		100%	November 2019		
	<ul style="list-style-type: none"> • Leadership support from GGI and regular cycle of 		100%	June 2020		

	development sessions programmed					
Work with MSG Review Group's findings in relation to the support to the Chair and Vice Chair of the IJB in undertaking their roles effectively and as collaborative leaders in the health and care economy in Edinburgh and Lothian of third and independent sectors	<ul style="list-style-type: none"> Clear induction into the Chair and Vice Chair will be developed as part of the ongoing work with the GGI and in the development of the agreed 'Governance Handbook' 	Chief Officer	75%^	July 2021 (revised)	End July 2021 (revised)	Progress with this action has been delayed due to COVID19. The GGI handbook is being finalised and will go to April IJB for approval. Job Role for Chair has been drafted.
Build on cross sector leadership development across partners to build capacity to work collaboratively and collaborative leadership programmes to be inclusive of third and independent sectors	<ul style="list-style-type: none"> Joint development programme for Partnership leaders is being scoped with external facilitation 	Chief Officer	25%=	January 2021 (revised date TBC)	TBC	This work has been interrupted due to Covid19 and this work is on hold at this time.
	<ul style="list-style-type: none"> Edinburgh Health and Social Care Partnership (EHSCP) has an agreed change and transformation programme in place with a clear structure which includes 3rd and independent sector in co-production of new models 		100%	September 2019		
Explore opportunities to deliver collaborative leadership development in all future development programme commissioning	<ul style="list-style-type: none"> A pan-Lothian Integrated Care Forum is in place which supports a whole system collaborative approach to change 	Chief Executives of NHSL and CEC	100%	June 2020	June 2020	
	<ul style="list-style-type: none"> NHSL and CEC both include senior leaders from across the 	Chief	100%^	December 2019		Development programmes are

	partnerships in their leadership development	Executives of NHSL and CEC				including NHSL and Council
Future leadership and building relationship programmes are tested in terms of third sector collaboration, third sector leadership and meaningful involvement of communities	<ul style="list-style-type: none"> As above 	Chief Executives of NHSL and CEC	25%^	December 2021 (revised)	December 2021 (revised)	Through COVID19, there has been significant work to build and collaborate with third sector colleagues. Further work needed around leadership to be programmed when capacity allows
1.2 Relationships and collaborative working between partners must improve						
Undertake a review of the budget setting process and lessons learnt applied in preparation for 2020/21 to ensure delivery for 20/21	<ul style="list-style-type: none"> Year long programme of development sessions now in place, which will have regular focussed sessions with the Board on budget 	Chief Finance Officer, Director of Finance NHSL and Head of Finance, CEC	75%^	June 2019	June 2019	Board sessions having taken place and review of process will happen post the 20/21 process.
Partners will continue to participate in the Lothian Integrated Care Forum (ICF)	<ul style="list-style-type: none"> Lothian Integration Forum Terms of Reference agreed 	Chief Officer	100%	June 2019	June 2019	
	<ul style="list-style-type: none"> Meetings scheduled 		100%	June 2019		
	<ul style="list-style-type: none"> Chief Officer group also given opportunity to discuss key issues across Lothian 		100%	June 2019		

Partners will evaluate the first year of operation of the Lothian Forum and apply lessons learnt in year 2	<ul style="list-style-type: none"> The ICF has had 3 meetings and has set out regular meetings across the year 	NHS Lothian Executive Nurse Director / Director of Planning	100%	June 2019	TBC (revised)	The ICF has now been stood down – NHS Lothian have replaced this function with a Planning Performance and Development Committee which the Chief Officer attends.
	<ul style="list-style-type: none"> Membership is established and agreed initial priorities have been agreed 		100%	June 2019		
	<ul style="list-style-type: none"> Review the Lothian Integration Forum on a regular basis with an evaluation in June 2020 		0% ⁼	TBC (revised)		
Consider the role of the third sector in wider Lothian Integration Forum in recognition of the role of the sector and community groups in transformational change	<ul style="list-style-type: none"> Will form part of the review of the operation of the ICF and its workplan 	Chair of the Integrated Care Forum	0% ⁼	TBC (revised)	TBC (revised)	The ICF has now been stood down – NHS Lothian have replaced this function with a Planning Performance and Development Committee which the Chief Officer attends.
1.3 Relationships and partnership working with the third and independent sectors must improve						
Third and independent sector participation will be built into the	<ul style="list-style-type: none"> Change programme has been developed and membership – 	Chief Officer, EIJB	100%	August 2019	September 2019	

structure and delivery of the IJB's development of its Change Programme	to include 3 rd and independent sector – is now being established					
	<ul style="list-style-type: none"> Terms of Reference for programmes boards being drafted but will include third and independent sector 		100%	September 19		
	<ul style="list-style-type: none"> Third and independent sector are represented on the IJB and sub committees 		100%	June 2019		
A Community Investment programme has been agreed and funded by the EIJB and this will provide a vehicle for further developing local engagement and participation of the sectors	<ul style="list-style-type: none"> The Community Investment programme has been agreed with £2m funding over 2 years to develop and build capacity within the community sector 	EHSCP Head of Operations	75% ⁼	March 2022 (revised)	March 2022	This is being progressed through the Edinburgh Pact workstream
	<ul style="list-style-type: none"> This programme is being co-produced with the 3rd sector interface for Edinburgh – EVOC and will focus and be aligned to the EIJB's localities 		75% ⁼	March 2022 (revised)		This is being progressed through the Edinburgh Pact workstream
Wherever possible support the sectors to engage and participate effectively	<ul style="list-style-type: none"> Participation of the sector a principle of delivering the transformation plan 	Head of Strategic Planning	100%	June 2020	June 2020	
The IJB will undertake an annual evaluation of its engagement utilising a robust methodology	<ul style="list-style-type: none"> Participation of the sector a principle of delivering the transformation plan 	Head of Strategic Planning	50%	December 2021 (revised)	December 2021 (revised)	Work has started on this, with the initial public engagement sessions held in November, but further work is needed to develop this into part of

Develop a more consistent approach to investment in communities	<ul style="list-style-type: none"> A review of the IJB's Grants Programme has been undertaken 	Head of Operations & CFO	100%	June 2019	Sept 2022 (revised_	
	<ul style="list-style-type: none"> Lessons learnt will inform all future grants process 		100%	January 2019		
	<ul style="list-style-type: none"> We will evaluate the impact of the Community Investment Programme as part of the evaluation of our change and transformation programme 		25%^	Sept 2022 (revised)		The Community Investment Programme has been included as part of the Edinburgh Pact – the revised date allows for evaluation
Key Feature 2 - Integrated finances and financial planning 2.1 Health Boards, Local Authorities and IJB's should have a joint understanding of their respective financial position as they relate to integration						
<p>Need for longer term financial planning forum to build trust and better understanding of relative positions and three wider financial engagement sessions agreed as follows:</p> <p>Agenda items</p> <ul style="list-style-type: none"> Session on set aside budget. Finance department resource to support IJB Chief Finance Officers (CFO) Impact of best value on IJB's 	<p>A pan-Lothian forum in relation to this section has been established and actions will be driven collectively and 'once for Lothian' where practicable.</p>	EIJB Chief Finance Officer as part of the wider pan-Lothian group	100%^	January 2020		The engagements sessions were undertaken and will continue as we continue to set the budget for 21/22

1. End of Autumn catch-up 2. Scottish Budget – post settlement						
Improvement Actions	EIJB response to improvement action	SRO	RAG (% complete)	Milestone Timescales	EIJB Delivery date	Comments
The IJB will be provided with better shared management information, real time data that can be drilled into	<ul style="list-style-type: none"> The EIJB has agreed a revised governance structure and a new Performance and Delivery Committee has been established 	Head of Strategic Planning, supported by CEC Strategy and Communications department and NHSL's Strategic Planning function	100%	November 2019	December 2021 (revised)	This work has begun but has not been progressed as quickly as expected due to COVID. A Performance and Engagement Manager has been appointed and their first task is to focus on developing a performance framework
	<ul style="list-style-type: none"> Work is now ongoing on refining the performance framework, including utilisation of the appropriate management and other information 		75% ₌	December 2021 (revised)		
2.2 Delegated budgets for IJBs must be agreed timeously						
Budget setting – processes / workshops	<ul style="list-style-type: none"> Three development sessions built in timetable for budget discussions and setting of Budget in January 	Chief Officer	100%	January 2020	January 2020	The IJB has approved a Budget Setting Working Group to support its processes and

						this will commence in 2021
Ongoing engagement of all three partners will continue across the year	<ul style="list-style-type: none"> Regular monthly catch-up with three partner organisations already takes place and regular, formal HSCP performance meetings with both CEC and NHSL 	Chief Officer	100%	June 2019	June 2019	
Better links between strategic planning and availability of resources need to be strengthened through development of a medium-term financial strategy.	<ul style="list-style-type: none"> A medium-term financial strategy will come to the EIJB on the 20th of August 	Head of Strategic Planning and Chief Finance Officer	100%	October 19	October 19	
Improvement Actions	EIJB response to improvement action	SRO	RAG (% complete)	Milestone Timescales	EIJB Delivery date	Comments
2.3 Delegated hospital budgets and set aside budget requirements must be fully implemented						
Partners will participate in the pan Lothian Integration Forum	<ul style="list-style-type: none"> Meetings in place and priorities for initial operation have been set 	Chief Officer / Chief Executives / CFO	100%	June 2019	June 2019	The ICF has now been stood down – NHS Lothian have replaced this function with a Planning Performance and Development Committee which the Chief Officer attend and regular sessions are in the

						diary and attended by partners.
Lessons learnt process from this year's budget setting	<ul style="list-style-type: none"> To be completed Date revised to reflect budget setting is not complete at time of report being updated. 	Chief Finance Officer with NHSL Director of Finance and CEC Head of Finance	100%^	January 2020	May 2020 (revised)	21/22 budget process is ongoing. A detailed timetable has been developed with the aim to agree the budget at the March 21 meeting of the IJB. The process has been designed taking the lessons learned from last year into account.
A series of workshops with NHSL is planned on budget	<ul style="list-style-type: none"> To be completed 	Chief Finance Officer	100%^	June 2020	June 2020	See above. Process includes several IJB workshop sessions and the establishment of a budget working group consisting of all IJB members. A Q&A session (following positive feedback from a similar session last year) has been scheduled in advance of the IJB

						meeting to agree the budget.
Work underway on a methodology to accurately reflect utilisation of resource across four IJBs	<ul style="list-style-type: none"> Underway Scoping of methodology has been undertaken but date revised as discussion on impact across 4 Lothian IJBs yet to take place with IJBs 	NHSL Director of Finance with Chief Finance Officers	50%^	December 2021 (revised)		This work is being progressed via the NHS Lothian Finance and Resources Committee. It has been impacted by the COVID19 pandemic, both in terms of the departmental priorities and the data required to support
Focus on forward look on demographics and role of Primary Care and social care to mitigate growth	<ul style="list-style-type: none"> To be scoped and appropriate capacity to undertake this to be identified 	Chief Finance Officer	25%	January 2022 (revised)	January 2022 (revised)	Work is underway to review and update the Joint Strategic Needs Assessment, which will help us to better understand the impact of demographic growth on demand. Our transformation programme and Primary Care Improvement Plan are delivering

						significant and sustainable change across a range of services and client groups, seeking to manage increased demand whilst also improving performance, quality, and outcomes for people.
Specific piece of work within the Lothian Integration Forum on the use of set aside	<ul style="list-style-type: none"> To be completed Note that the EIJB has directed the use of set aside acute resources toward community investment as per paper on the Home First approach which came to the EIJB in October 2019 	NHS Director of Finance	0% =	TBC (revised)	TBC	To be reviewed in light of the ICF having been stood down.
Improvement Actions	EIJB response to improvement action	SRO	RAG (% complete)	Milestone Timescales	EIJB Delivery date	Comments
EIJB members have ongoing briefings and information to help support their understanding and decision making.	<ul style="list-style-type: none"> These are in place. Further work scoping and planning development sessions for 2020 now underway 	Chief Finance Officer and Chief Officer EIJB	100%	June 2019	June 2019	

2.4 Each IJB must develop a transparent and prudent reserves policy						
Policy under development and will be presented to the IJB in 2019	<ul style="list-style-type: none"> Reserves policy will be submitted to August IJB for approval 	Chief Finance Officer	100%	October 19	October 19	
Focussed discussion as a Board about how reserves and other funding streams can best be used to support the strategic commissioning plan and longer-term sustainability of the IJB.	<ul style="list-style-type: none"> Underway and developmental workshops have been undertaken. Budget for 2019/20 approved in October 2019. Balanced position for all partners approved in December 2019 	Chief Finance Officer	100%	October 19	October 19	
2.5 Statutory partners must ensure appropriate support is provided to IJB S95 Officers						
Some good examples but limits in this, there is a joint recognition that the IJB CFO role can be a very challenging one, and recognition of the need to support the CFO with wider collective assistance	<ul style="list-style-type: none"> Further work to be undertaken to ensure appropriate capacity in place to support the role. Consideration to support set out in HSCP senior management structure 	Chief Officer Chief Executives	25% ⁼	December 2021 (revised)	December 2021 (revised)	This work has not progressed as planned due to Covid19
	<ul style="list-style-type: none"> Paper to be developed for discussion with CEOs 		25% ⁼	December 2021 (revised)		This work has not progressed as planned due to Covid19
Recognition that an overview of the financial position and working across two finance teams can be difficult. Also, whilst support from partner bodies is positive there is recognition that the terms of support and engagement could be reset to ensure this is more effective	<ul style="list-style-type: none"> As above 	Chief Officer Chief Executives	100% [^]	January 2020	May 2020 (revised)	As part of the budget development process, there a budget protocol in place and Chief Officer and Chief Finance officer continues to meet regularly with NHS

						Finance and Council finance teams.
The IJB s95 Officer (CFO) relies on support from both City of Edinburgh Council and NHS Lothian finance teams	<ul style="list-style-type: none"> As above 	Chief Officer Chief Executives	100%^	January 2020	May 2020 (revised)	The CFO continues to work in partnership with both finance teams virtually
Embed finance colleagues from our partners within a virtual HSCP finance team and co-locate them as required to support the CFO and the IJB/HSCP finance function across both budgets. This would build an even greater shared understanding of the different working practices and pressures on each partner, and enable the development of faster solutions and implementation of smoother processes across the partnership	<ul style="list-style-type: none"> As above 	Chief Officer Chief Executives	100%^	January 2020	May 2020 (revised)	The CFO continues to work in partnership with both finance teams virtually
2.6 IJBs must be empowered to use the totality of resources at their disposal to better meets the needs of their local populations						
Implement review of directions and ensure that these reflect the use of funding regardless of its source toward IJB's strategic planning objectives and priorities	<ul style="list-style-type: none"> Outcome of review of directions is on agenda for August Board 	Head of Strategic Planning	100%	August 2019	August 2019	
	<ul style="list-style-type: none"> Directions Policy approved by IJB in August 		100%	August 2019		

<p>Investment and commissioning plans and the medium-term financial plan will reflect this feature and business cases will evidence that we are utilising the totality as required</p>	<ul style="list-style-type: none"> • Medium term financial plan initial outline approved by EIJB in August 2019 • Further detailed work to come to Board in 2020 	<p>Chief Finance Officer</p>	<p>75%⁼</p>	<p>July 2021 (revised)</p>	<p>July 2021 (revised)</p>	<p>Directions process and annual review mechanism is in place, however further work needed to develop approaches evidencing we are using the totality of our budgets - this is linked to the sustainability work.</p>
<p>Joint commitment to support the public pound losing its identity in future change and directions</p>	<ul style="list-style-type: none"> • Commitment by all parties as set out in budget setting protocol. • Evidenced in balanced position as agreed by EIJB in December 2019 	<p>Chief Finance Officer NHSL Director of Finance CEC Head of Finance</p>	<p>100%</p>	<p>March 2020</p>	<p>March 2020</p>	
<p>IJB to implement revised process of business plan approval linked to directions</p>	<ul style="list-style-type: none"> • Directions policy approved by EIJB in October. • Business planning processes will now be developed within the agreed framework. • Progress reflects that no new business plans have yet come forward at time of reporting 	<p>Chief Finance Officer Head of Strategic Planning</p>	<p>100%[^]</p>	<p>March 2020</p>	<p>March 2020</p>	<p>Directions process and annual review is now in place. As business plans come to the IJB for approval they have direction associated with them that are then sent to NHS / Council accordingly</p>

Key Feature 3 – Effective Strategic Planning for Improvement						
3.1 Statutory partners must ensure that Chief Officers are effectively supported and empowered to act on behalf of the IJB						
<p>A review of the range of current support against future needs will be undertaken by the Chief Officer, supported by the wider Partnership</p>	<ul style="list-style-type: none"> A revised, co-produced HSCP senior management structure has been developed and organisational change processes in place with target date for completion of summer 2020. Paper on support needs for the partnership under discussion with both NHS and CEC Chief Executives 	<p>Chief Officer Chief Executives</p>	<p>50% =</p>	<p>March 2022 (revised)</p>	<p>March 2022 (revised)</p>	<p>The organisational review of the management structure has been paused due to COVID19. The organisational review will also take cognisance of the sustainability work being taken forward.</p>
3.4 Improved strategic planning and commissioning arrangements must be put in place						
<p>With partners, review current and future needs in relation to strategic planning and commissioning and implement any recommendations</p>	<ul style="list-style-type: none"> Underway in relation to structural review and organisational change within the HSCP 	<p>Head of Strategic Planning / Chief Finance Officer</p>	<p>50%=</p>	<p>March 2022 (revised)</p>	<p>March 2022 (revised)</p>	<p>The organisational review of the management structure has been paused due to COVID19. The organisational review will also take cognisance of the sustainability work being taken forward</p>

Partners to specifically address gaps in capacity and capability in acute health service planning	<ul style="list-style-type: none"> • Bed based review will support identification of our longer term needed 	Head of Strategic Planning Chief Finance Officer Chief Officer	50%^	December 2021 (revised)	December 2021 (revised)	Work is progressing with the bed-based review; however, progress has slowed due to COVID19
	<ul style="list-style-type: none"> • Capacity in relation to strategic planning also under consideration as part of the NHSL Recovery programme 		50%^	December 2021 (revised)		
3.5 Improved capacity for strategic commissioning of delegated hospital services must be in place						
With partners, review current and future needs in relation to strategic planning and commissioning and implement any recommendations	<ul style="list-style-type: none"> • Consideration of structure has been co-produced with staff and staff side. • Organisational change process in place and structure for consultation and subsequent implementation is in place and compliant to policies of both NHSL and CEC 	Head of Strategic Planning	50%=	March 2022 (revised)	March 2022 (revised)	The organisational review of the management structure has been paused due to COVID19. The organisational review will also take cognisance of the sustainability work being taken forward
Key Feature 4 – Governance and accountability arrangements						
4.1 The understanding of accountabilities and responsibilities between statutory partners must improve						
	<ul style="list-style-type: none"> • Agreed by IJB 		100%	June 2019	July 2021	

Implementation of the GGI review recommendations and Good Governance Handbook	<ul style="list-style-type: none"> Committees will be set up by end of October 2019 	IJB Chair and Vice Chair Chief Officer	100%	November 2019	(revised)	Progress with this action has been delayed due to COVID19. The GGI handbook is being finalised and will go to April IJB for approval.
	<ul style="list-style-type: none"> Handbook being co-produced with IJB 		75%^	July 2021 (revised)		
In developing the governance review, ensure due focus is given to wider, complex issues of community and third sector representation	<ul style="list-style-type: none"> 3rd sector participation set out in terms of reference of committees through their non-voting membership of the EIJB 	Chief Officer	100%	June 2019	June 2019	
Partners participate fully in the Lothian Integration Forum in support of improving understanding of responsibilities and accountabilities	<ul style="list-style-type: none"> ICF in place 	IJB Chair / Vice Chair Chief Officer Chief Executives	100%	June 2019	June 2019	
4.2 Accountability processes across statutory partners will be streamlined						
Implement governance review recommendations	<ul style="list-style-type: none"> Underway 	Chief Officer	100%	June 2020	June 2020	
Refresh of IJB governance is an opportunity to review governance arrangements across wider partnership and create governance, assurance and escalation framework that	<ul style="list-style-type: none"> Underway 	Chief Officer Chief Executives	100%	June 2020	June 2020	

are safe, effective, transparent, and robust						
City of Edinburgh Council will annually review the guidance arrangements as part of their own plans		Chief Executive CEC	50% ⁼	December 2021 (revised)	June 2020	This work has not progressed due to COVID19.
4.3 IJB chairs must be better supported to facilitate well run Boards capable of making effective decisions on a collective basis						
Implementation of the Governance review action plan and Good Governance Handbook	<ul style="list-style-type: none"> GGI development sessions underway 	Chief Officer	100%	June 2019		Progress with this action has been delayed due to COVID19. The GGI handbook is being finalised and will go to April IJB for approval. Job Role for Chair has been drafted.
	<ul style="list-style-type: none"> Terms of reference for sub committees are drafted and to be submitted for board approval in June 		100%	June 2019		
	<ul style="list-style-type: none"> Handbook is being developed in a co-productive manner with board members 		75% [^]	July 2021 (revised)		
Further refinement of the induction programme – to take account particularly of the changes that occur, and support provided over the course of local government elections	<ul style="list-style-type: none"> As part of work with GGI a refreshed induction and training programme has been developed for Board members Revision of date to take account of delivery of the final Governance Handbook and to ensure totality of this is reflected in final induction process 	Chief Officer	75% [^]	July 2021 (revised)	July 2021 (revised)	Progress with this action has been delayed due to COVID19. The GGI handbook is being finalised and will go to April IJB for approval.

<p>Induction programmes and recruitment processes pay particular attention to the support and needs of carer and service user representatives to ensure they can fulfil this role while balancing care or other commitments</p>	<ul style="list-style-type: none"> As part of work with GGI a refreshed induction and training programme will be developed for Board members Revised date as per above 	<p>Chief Officer</p>	<p>75^%</p>	<p>July 2021 (revised)</p>	<p>July 2021 (revised)</p>	<p>Progress with this action has been delayed due to COVID19. The GGI handbook is being finalised and will go to April IJB for approval.</p>
<p>Review of the Integration scheme including, as set out above to take account particularly of the changes that occur, and support provided over the course of local government elections</p>	<ul style="list-style-type: none"> Integration scheme has been amended to reflect the new carer duties. 	<p>Chief Officer</p>	<p>100%</p>	<p>June 2019</p>	<p>June 2019</p>	
<p>Regular development sessions planned across the year with a focus on the IJB's strategic ambitions and priorities and to support forward thinking and robust decision making.</p>	<ul style="list-style-type: none"> Development sessions dates to Dec 2020 have been agreed and work will be taken forward with GGI to scope out the theme / focus of these development sessions 	<p>Chief Officer</p>	<p>100%</p>	<p>June 2019</p>	<p>June 2019</p>	
<p>The Chair, Vice Chair, Chief Officer, CFO and other post holders and office bearers will be supported to ensure we maximise membership of groups including; CoSLA, Health and Social Care Scotland, Social Work Scotland, National CFOs' Group and Chairs' / Vice Chairs' network</p>	<ul style="list-style-type: none"> EIJB has moved its meetings from a Friday to a Tuesday in part to accommodate input and participation with wider national bodies relating to leadership in integration 	<p>Chief Officer</p>	<p>100%</p>	<p>June 2019</p>	<p>June 2019</p>	

City of Edinburgh Council will include IJB membership as part of their induction process.	<ul style="list-style-type: none"> As part of work with GGI a refreshed induction and training programme will be developed for Board members Induction has been reviewed however revised date reflects timeline for completion of the handbook and work with the GGI to ensure this is incorporated 	Chief Officer Chief Executive CEC	75%^	July 2021 (revised)	July 2021 (revised)	Progress with this action has been delayed due to COVID19. The GGI handbook is being finalised and will go to April IJB for approval.
The IJB will consider its visibility and engagement in and with communities, including meeting in a wider range of venues in local communities.	<ul style="list-style-type: none"> The IJB will now be held in localities allowing visibility 	Chief Officer	100%	June 2019	October 2019	
	<ul style="list-style-type: none"> A new Partnership website is being developed and this will increase visibility of the Partnership and IJB. Website now in place and content will be maintained and updated 		100%	October 2019		
	<ul style="list-style-type: none"> Partnership branding and identity is being scoped with plan to relaunch by the end of October 2019. Now in place and launched 		100%	October 2019		
The Third Sector Strategic Group will be supported to provide an induction to new IJB members on the role, capacity, and purpose of the Third Sector	<ul style="list-style-type: none"> As part of work with GGI a refreshed induction and training programme will be developed for Board members Revised date reflects timeline for full Governance Handbook to be in place 	Chief Officer Chief Executive, EVOC	75%^	July 2021 (revised)	July 2021 (revised)	Progress with this action has been delayed due to COVID19. The GGI handbook is being finalised and will go to April IJB for approval. Job Role

						for Chair has been drafted.
4.4 Clear directions must be provided by IJB to Health Boards and Local Authorities						
Finalise our review of directions	<ul style="list-style-type: none"> The outcome of the review came to the IJB in August and the new directions policy approved 	Head of Strategic Planning	100%	August 2019	August 2019	
	<ul style="list-style-type: none"> A new directions policy was approved by the IJB in August 		100%	August 2019		
Develop, agree, and implement direction setting process and ensure this is aligned to national guidance	<ul style="list-style-type: none"> A new directions policy was approved by the IJB in August 	Head of Strategic Planning	100%	August 2019	August 2019	
Regular (at least annual) reporting on directions to the IJB	<ul style="list-style-type: none"> This will be included in the terms of reference for the Performance and Delivery Committee 	Head of Strategic Planning	100%	November 2019	November 2019	
City of Edinburgh Council will include consideration of directions from the IJB as part of their planning processes		Chief Executive CEC EIJB Chief Officer	25% =	December 2021 (revised)	December 2021 (revised)	This work has not progressed due to Covid19
4.5 Effective, coherent, and joined up clinical and care governance arrangements must be in place						
Clinical and Care Governance Committee to be developed with clear accountabilities as well as a clear escalation and assurance map	<ul style="list-style-type: none"> Agreed as a Committee and membership in place. 	Head of Operations Chief Nurse Clinical Director Chief Social Work Officer	100%	June 2019	November 2020	
	<ul style="list-style-type: none"> Terms of reference drafted and agreed by the Committee. 		100%	June 2019		

	<ul style="list-style-type: none"> Dates for committee set and committee has now met 		100%	June 2019		
Refine professional and clinical leadership within this.	<ul style="list-style-type: none"> Workshop organised to define professional and clinical relationships and leadership across the Partnership – has taken place. Progress has been made in this however revised timeline reflects ongoing revision of National Clinical and Care Governance and further national work taking place in the early new year 	Chief Officer Chief Nurse Clinical Director CSWO	100%	November 2019	April 2019 (revised)	Clinical and Care Governance Committee is now in place, alongside strengthened governance arrangements / relationships feeding into the Clinical and Care Governance Committee
Clarity of arrangements with partners and ensuring clear lines of assurance and reporting will be set out in the Good Governance Handbook and implemented	<ul style="list-style-type: none"> Introduction of Clinical and Care Governance committee that include assurance 	Head of Operations	100%	November 2019	November 2019	
Define more clearly the involvement of the third sector	<ul style="list-style-type: none"> Consideration to be given to ensuring appropriate and clear engagement, recognising commissioning, regulatory and other frameworks. 	Head of Operations Chief Nurse CSWO	25%^	December 2021 (revised)	December 2021 (revised)	This work has not progressed due to COVID19
Key Feature 5 – Ability and willingness to share information.						
5.1 IJB annual performance reports will be benchmarked by Chief Officers to allow them to better understand their local performance data						
The IJB will undertake further benchmarking of good practice.	<ul style="list-style-type: none"> EIJB has participated in developmental sessions held 	Head of Strategic Planning	50%= =	July 2021 (revised)	July 2021 (revised)	This work has not progressed due to COVID19

	<ul style="list-style-type: none"> nationally on Annual Performance Reviews National Framework for Community Health and Care has been published and provides model to self-evaluate against good practice 					
	<ul style="list-style-type: none"> Further participation as invited by Scottish Government officials 		Ongoing	Ongoing		
HSCP senior managers leading the work will participate in National performance forums	<ul style="list-style-type: none"> As above 	Head of Strategic Planning	50%= =	July 2021 (revised)	July 2021 (revised)	This work has not progressed due to COVID19
5.2 Identifying and implementing good practice will be systematically undertaken by all partnerships						
Revise format and presentation of the Annual Report	<ul style="list-style-type: none"> For consideration by Scottish Government – EIJB to participate as invited No current forum for this in place at time of reporting 	Head of Strategic Planning	Ongoing	June 2020	June 2020	As the format and presentation of the annual report is driven by the requirements of the Scottish Government, the Partnership are limited in their ability to revise the format and presentation of the annual performance report. Therefore, the RAG status has been changed to ongoing

Apply any future guidance or structure arising from the review set out at 5.1		Head of Strategic Planning	Ongoing	June 2020	June 2020	As the format and presentation of the annual report is driven by the requirements of the Scottish Government, the Partnership are limited in their ability to revise the format and presentation of the annual performance report. Therefore, the RAG status has been changed to ongoing
Key Feature 6 – Meaningful and sustained engagement 6.1 Effective approaches for community engagements and participation must be put in place for integration						
Development of engagement and participation team	<ul style="list-style-type: none"> To be considered as part of wider capacity planning Development of communications and engagement is part of the wider HSCP restructure and revised timeline reflects Organisational Change processes required to complete this An interim communications, engagement and participation 	Head of Strategic Planning	100%^	January 2020	August 2020 (revised)	The communication and engagement team are now in place.

	team has been put in place and progress demonstrated through website, events, and leadership sessions					
Review of our current engagement and participation plan in the context of this proposal and against examples of good practice elsewhere	<ul style="list-style-type: none"> As above 	Head of Strategic Planning	75%^	July 2021 (revised)		Communication and engagement team are now in place. Further work needed to develop a full communications and engagement strategy for the Edinburgh Integration Joint Board (EIJB)
Implementation of the governance review	<ul style="list-style-type: none"> GGI development sessions underway 	Chief Officer	100%	June 2019	July 21 (revised)	
	<ul style="list-style-type: none"> Terms of reference for sub committees are drafted and to be submitted for board approval in June 		100%	June 2019		
	<ul style="list-style-type: none"> Handbook is being developed in a co-productive manner with board members Revised date reflects end of work with GGI 		75% =	July 21 (revised)		Progress with this action has been delayed due to COVID19. The GGI handbook is being finalised and will go to April IJB for approval.

Key Feature 6 – Meaningful and sustained engagement
6.2 Improved understanding of effective working relationships with carers, people using services and local communities is required

<p>Improved understanding of effective working relationships with carers, people using services and locality communities is required</p>	<ul style="list-style-type: none"> • Roll out of a three conversations work, evaluation and spread of learning in relation to three conversations. • Develop and implement our community investment programme alongside the third sector 	<p>Head of Strategic Planning</p>	<p>25%=</p>	<p>July 22 (revised)</p>	<p>July 2022</p>	<p>This action was omitted from the initial action plan, however work is ongoing to develop relationships with key stakeholders and will be incorporated as part of the Edinburgh Pact (community investment programme)</p>
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Key Feature 6 – Meaningful and sustained engagement
6.3 We will support carers and representatives of people using services better to enable their full involvement in integration

<p>We will support carers and representatives of people using services better to enable their full involvement in integration</p>	<ul style="list-style-type: none"> • Continue to work with carers and representatives of people using services in the development of specific areas. • Continue to support carers and service users that sit on the Board, provide an induction, and point of contact for them in support of their role. • Engagement and participations groups in place and these are active forums for involvement. 	<p>Head of Strategic Planning</p>	<p>25%=</p>	<p>December 21 (revised)</p>	<p>December 2021</p>	<p>Projects within transformation programme will look to involve carers and services users at appropriate consultation point.</p> <p>Work continues to recruit to the carer and citizen rep on the EIJB and a</p>
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	<ul style="list-style-type: none">Continue to ensure that there is widest possible engagement at the EIJB and planning groups.					contact point is in place.
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