

Minute

IJB Performance and Delivery Committee

12.30pm, Wednesday 20 January 2021

Microsoft Teams

Voting Members:

Councillor Melanie Main (Chair), Councillor Phil Doggart and Richard Williams.

Non-Voting Members:

Colin Beck, Helen Fitzgerald

In Attendance:

Matthew Brass (Clerk)

Ian Brooke (EVOC)

Nikki Conway (Locality Manager – South East Edinburgh, EHSCP)

Helen Elder (Executive Management Support, EHSCP)

Sebastian Fischer (VOCAL)

Deborah Mackle (Locality manager – South West Edinburgh, EHSCP)

Jenny McCann (Programme Manager, EHSCP)

Graeme McGuire (NHS Lothian – Assistant Finance Manager)

Moira Pringle (Chief Finance Officer, IJB)

David Walker (CEC Senior Accountant)

Philip Brown (CEC Strategy & Communications)

Apologies:

Tony Duncan (Head of Strategic Planning, EHSCP)

1. Minute

The minute of the Performance and Delivery Committee from 16 November 2020 was presented for approval and any matters arising.

Decision

- 1) To approve the minute as a correct record.
- 2) To agree to producing a briefing note as agreed to in the decisions on the Annual Review of Directions at the previous meeting.

2. Savings and Recovery Programme 2020-2021 Update

An update on the 2020-21 Savings and Recovery Programme was presented to the Committee. The report provided information on how the Programme aligned with both the IJB's Savings Governance Framework and the IJB's Transformation Programme to provide an update on the previously agreed £15.9m in year savings, whilst ensuring consistency and collaboration throughout.

Members noted progress has been made throughout all projects within the Programme, with five projects having fully achieved their savings targets and a further five on track to deliver or exceed their targets. Out of the nineteen projects, the remaining were noted to have been delayed as a result of the COVID-19 pandemic, however assurance was given that financial balance would be achieved across the whole Programme either through underspend or slippage in other budget areas, or through Scottish Government funding via mobilisation plans.

Members expressed concerns regarding the impact on care as a result of significant savings, specifically regarding carers. However, assurances were given that saving areas were subject to comprehensive care assessments, alongside reviews included in practices such as the Good Practice Forum, to ensure that support provided by – and to – carers was not left underfunded.

Decision

- 1) To note the current position of the 2020/21 Savings and Recovery Programme
- 2) To agree that a further report is provided to the next meeting of the Performance and Delivery Committee on 14 April presenting the anticipated end of year position for 2020/21 Savings and Recovery Programme
- 3) To consider the inclusion of a rolling programme of 'deep dives' into projects, to provide them with a broader perspective.
- 4) To circulate a summary surrounding the best practice of the care assessments, including who is involved and how the result is achieved.

5) To bring potential areas relevant for the 'deep dives' rolling programme to the following meeting.

(Reference – Report by the Chief Finance Officer, submitted).

3. Work Programme

The Work Programme for January 2021 was presented to Committee.

Decision

To note the Work Programme

(Reference – Work Programme, submitted).

4. Outstanding Actions

The Outstanding Actions updated for this meeting were submitted. With a number of actions recommended for closure relating to items on the agenda for this meeting – and these items producing further action after consultation – it was agreed to leave all actions open and note the remaining outstanding actions.

Decision

To note the remaining outstanding actions.

(Reference – Outstanding Actions, submitted).

5. Finance Update

An update on the in year projected financial performance was presented to Committee. The report provided updated figures up to Period 8 (November 2020) from the Council and NHS Lothian.

Overall, the latest financial projections indicated a year end overspend of £19.2m, which reflected a deterioration from the previous financial update from October, which estimated a £17.9m overspend. This has been largely due to increased purchasing costs. Although the financial position and projections showed a negative position, members were assured that Scottish Government (SG) officials have emphasised their intention to fully fund the financial impact of COVID-19, with this promise reinforced after the Cabinet Secretary announced a £1bn funding package at the end of September. It was noted that the majority of this funding has not been included in the report, and work is ongoing and will be throughout the financial year to get an accurate figure of COVID-19 related offset to ensure no underfunding.

Funding has been received from NHS Lothian from the SG, with £78m being received in December 2020, £60m of which was allocated to the Health Board and £18m for Health and Social Care partnerships.

Members expressed concerns over the allocation of funding, specifically, the NHSScotland Resource Allocation Committee (NRAC) formula. Under this formula, the Edinburgh Integration Joint Board (EIJB) would be allocated funding based on their projected budget and allocated costs, both of which – in previous years – have been under-projected. As a result, members expressed concerns that the NRAC formula would not cover the actual costs incurred by the EIJB. This problem was noted to have already taken a negative effect on drug and alcohol misuse funding in the past – the effects of which could be used as a reference in future conversations.

Although it was noted that the effects of this may not be seen over the next few years, members agreed that sitting on the issue until the effects are seen would not be appropriate, and further discussion would be needed to consider how to tackle the problem.

Decision

- 1) To note the current year end forecasts provided by NHS Lothian and the Council.
- 2) To note the funding allocations received to date to meet the additional costs of COVID-19.
- 3) To note that further and a final allocation will be agreed in January 2021.
- 4) To note that increased confidence around the full recovery of the costs associated with COVID-19 has led to the Chief Finance Officer giving the Integration Joint Board moderate assurance on the financial out turn for delegated services.
- 5) To produce a report on the problems incurred through the NRAC formula funding allocation and welcome suggestions at the next meeting on how and when to approach the IJB to consider these implications.

(Reference – Report by the Chief Finance Officer, submitted).

6. NHS Lothian Financial Overview – Acute (Delegated Services)

A report providing an overview of the year-to-date position and projected financial overrun for the Financial Year (FY) 2020-21 of delegated services was presented to Committee. The report also outlined the uncertainty with the current financial planning process for FY2021/22 and beyond.

It was noted that the overspend on delegated services was £2.7m at the end of month 8, with forecasts estimating a total overspend of £4.9m at the year end. However, the flexibility of this forecasting was stressed to members, with uncertainty surrounding fluctuations in demand, capacity and the impact of COVID-19 – both in terms of overspend and increased funding – on the workforce.

This flexible forecasting was also reported through the financial planning process for FY2021/22, with an expectation that the financial pressures on set aside services will be

driven by increased staffing costs and anticipated growth in medicines, as well as the ongoing costs of the Pandemic. The SG uplift settlement and further allocations of COVID-19 funding add further flexibility and ambiguity to this planning process.

Members noted concerns over how the budget-setting process was carried out for set aside, and in turn, how the budget was set across all EIJB services. The discussion surrounded – but was not limited to – the following points:

- How the IJB Strategy is reflected in the Set Aside strategy: Members expressed concerns that the Set Aside strategy was not aligned with the IJB Strategy, which raised questions of the wider goal of achieving a truly integrated system.
- How realistic is the strategy/budget: Members raised concerns over how the budget and strategy was originally formed. From previous years – and this paper would suggest for the following years – the budget appeared to be consistently missed – not just in relation to Set Aside services, but IJB-wide. Members suggested an unrealistic budget made it difficult to effectively manage and deliver services, and for the EIJB to gain necessary assurance; set services up to fail in the eye of public; made it difficult to argue the case for increased funding.
- Does the budget need to be realistic or do services need to operate differently: Members recognised that there has been a consistent overspend on budget in previous years – and now projected for the following years – however, revisions to the budget could prove detrimental to care levels. As a result, members questioned whether it was possible to achieve the budget whilst services operated in their current manner. Members suggested that services – such as Set Aside services – had to revise their practices in order to align with the budget, rather than consistently setting an unrealistic budget which would never be achieved and result in significant overspend.

Following discussion, members agreed that their concerns would be presented to the IJB in an appropriate manner. The Chair welcomed contributions to help formulate a report on the subject.

Decision

- 1) To note the year-to-date position.
- 2) To present to committee a detailed response on how the wider IJB Strategy is implemented throughout the Set Aside strategy.
- 3) To produce a report surrounding member's concerns of IJB Strategy and budget-setting, and how realistic these processes are. The produced report would be referred to the EIJB for consideration.

(Reference – Report by the Chief Finance Officer, submitted).

7. Transitions for Young People with a Disability from Children to Adult Services.

A report on the Transition for Young People with a Disability from Children to Adult Services was presented to Committee. The report updated members of the progress made surrounding the five key action points in relation to the Transition at the IJB in December 2018. The five key action points were:

- A single point of contact.
- Starting transitions work earlier.
- Information to young people and families.
- Provide accommodation options.
- Communication approaches.

Progress across all action points was noted apart from the provision of accommodation, which had been adversely impacted as a result of the COVID-19 Pandemic, however, the opportunities identified will now be delivered across 2021.

Concerns were expressed surrounding the data used throughout the report, with a very low number of young people reported to be moving to adult services. Members also were left questioning what services were included in the data – whether the data reflected learning disability services or physical disability services, or both.

Concerns also surrounded the lack of evidence in the paper as to whether any impact assessments had been carried out since the original report was presented to Committee in December 2018. It was agreed that an impact assessment would aid with the confusion surrounding the data throughout the report, and bring clarity as to what services were included in the transition from children to adult services.

Decision

- 1) To note the updates on the five key action points in relation to young people with a disability.
- 2) To update and circulate an impact assessment (if one had been carried out) – OR – explore the options to carry out an impact assessment in order to get an accurate representation of the figures relating to the number of young people transitioning from children to adult services.
- 3) To present to the committee up-to-date information regarding the specific differences the work has made since the original report in 2018.

(Reference – Report by the Head of Strategic Planning, submitted).

8. Date of Next Meeting

Wednesday 14 April 2021 via Microsoft Teams.