

# Report

## Directions linked to the Strategic Plan

### Edinburgh Integration Joint Board

22 October 2019



#### Executive Summary

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1. An initial set of directions has been developed to take forward the Edinburgh Integration Joint Board's (EIJB) Strategic Plan 2019-22. These directions have been developed in accordance with the new Directions Policy approved by the EIJB in August 2019 and meet the requirements of the Public Bodies (Joint Working) (Scotland) Act 2014 and emerging Scottish Government good practice guidance.
2. The Strategic Planning Group (SPG) reviewed the new directions on 23 September 2019.

#### Recommendations

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3. The Integration Joint Board is asked to:
  - i. Approve the initial directions provided at Appendix 1.

#### Background

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4. The Public Bodies (Joint Working) (Scotland) Act 2014 (the Act) states that an Integration Joint Board must give a direction to a constituent authority to carry out each function delegated to the integration authority.
5. The Act further places a duty on Integration Authorities to develop a strategic plan for integrated functions and budgets under their control. Integration Authorities require a mechanism to action these strategic plans and this mechanism takes the form of binding directions from the Integration Authority to one, or both, of the Health Board and Local Authority.
6. As well as providing the mechanism for delivering the strategic plan, directions are used to convey the decisions of the EIJB, clarify responsibilities between partners, and improve accountability.

7. A stocktake of historic and extant directions was carried out earlier in the year and reported via the SPG. Progress on each direction was assessed and the conclusion reached that all directions should be revoked, except for one general direction. A briefing note on this stocktake post the SPG was submitted to the EIJB in June 2019.
8. A new Directions Policy was submitted and approved by the EIJB in August 2019.

## Main report

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9. An initial set of nine draft directions linked to the new Strategic Plan has been developed. The EIJB agreed at its August meeting that these draft directions should be considered by the SPG before returning to the EIJB in October 2019. The SPG provided comment on the proposed directions at its meeting on 23 September and this feedback has been incorporated into the directions provided at Appendix 1 to this report.
10. The majority of proposed directions relate to specific service areas such as disability services, general medical services and carers services. The exception is a general direction (Reference EIJB-22/10/2019-1) which is retained to address the need for directions to cover all functions delegated to the EIJB. The financial allocation for this general direction is covered by the Financial Schedule covering all EIJB functions.
11. With the implementation of the new Directions Policy, directions will evolve in response to a range of factors including service change and redesign, investment priorities, or a change in local services. The SPG noted the progress being made on directions and was clear about its role in relation to shaping new directions through the consideration of future business cases and transformation proposals.
12. It is noted that further work is required to refine performance measures in relation to directions. The Performance and Delivery Sub-Committee will play a key role in monitoring and reviewing directions as per the approved Directions policy. To assist with monitoring and review, a Directions Tracker has been developed and is attached at Appendix 2.

## Key risks

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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 prevent the delivery of key areas of EIJB work.

## Financial implications

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15. There are no direct financial implications arising from this report.

## Implications for Directions

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16. This report proposes new directions which will deliver key Partnership priorities.

## Equalities implications

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17. There are no identified equalities implications arising from this report.

## Sustainability implications

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18. There are no identified sustainability implications arising from this report.

## Involving people

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19. These directions are based on existing strategic priorities of which partner organisations (NHS Lothian and The City of Edinburgh Council) are already aware. The SPG also provided feedback at its meeting held in September 2019.

## Impact on plans of other parties

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20. New directions, once approved, will clarify the delivery requirements for key strategic priorities with NHS Lothian and the City of Edinburgh Council.

## Background reading/references

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[New EIJB Directions Policy](#)  
[EIJB Strategic Plan 2019-22](#)

## Report author

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## Appendices

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<b>Appendix 1</b>	Proposed Directions linked to Strategic Plan
<b>Appendix 2</b>	Directions Tracker

<b>DIRECTION FROM THE EDINBURGH INTEGRATION JOINT BOARD</b>
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Reference number	EIJB-22/10/2019-1
Does this direction supersede, vary or revoke an existing direction? If yes, please provide reference number of existing direction	No
Approval date	22/10/2019
Services / functions covered	All
Full text of direction	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.
Direction to	NHS Lothian The City of Edinburgh Council
Link to relevant EIJB report / reports	<a href="#">EIJB Strategic Plan 2019-22, EIJB, 20 August 2019</a>
Budget / finances allocated to carry out the detail	The Financial Schedule (Appendix 2) sets out financial allocations for all delegated services.
Performance measures	Relevant national and local targets, reported on through annual performance report
Date direction will be reviewed	April 2020

EIJB REPORT (221019) APPENDIX 1 - DRAFT DIRECTIONS

Reference number	EIJB-22/10/2019-2		
Does this direction supersede, vary or revoke an existing direction? If yes, please provide reference number of existing direction	No		
Approval date	22/10/2019		
Services / functions covered	All		
Full text of direction	Set up and implement the outputs from the transformation programme as approved by the EUB on 8 February 2019 and set out in the Strategic Plan 2019-22		
Direction to	NHS Lothian The City of Edinburgh Council		
Link to relevant EIJB report / reports	<a href="#">EIJB Strategic Plan 2019-22, EIJB, 20 August 2019</a> <a href="#">Transformation and Service redesign, EIJB 8 February 2019</a>		
Budget / finances allocated to carry out the detail		<i>NHS Lothian</i>	<i>City of Edinburgh Council</i>
	2019/20	£0m	£2.788m
	2020/21	£0m	£0m
	2021/22	£0m	£0m
Performance measures	Contained in the 'Transformation and Service redesign' report to the EIJB and to be further developed by the EHSCP		
Date direction will be reviewed	April 2020		

EIJB REPORT (221019) APPENDIX 1 - DRAFT DIRECTIONS

Reference number	EIJB-22/10/2019-3		
Does this direction supersede, vary or revoke an existing direction? If yes, please provide reference number of existing direction	No		
Approval date	22/10/2019		
Services / functions covered	Disability services		
Full text of direction	Provide more support in the community by decommissioning Glenlomond wards in the Royal Edinburgh Campus and commissioning eight tenancies for adults with forensic support needs		
Direction to	NHS Lothian The City of Edinburgh Council		
Link to relevant EIJB report / reports	<a href="#">EIJB Strategic Plan 2019-22, EIJB, 20 August 2019</a> <a href="#">Royal Edinburgh Campus and St Stephen's Court, EIJB, 18 May 2018</a>		
Budget / finances allocated to carry out the detail		<i>NHS Lothian</i>	City of Edinburgh Council
	2019/20	£0.7m	£0
	2020/21	£0	£1m
	2021/22	£0	£1m
Performance measures	6 people move from hospital to live in the community by April 2020		
Date direction will be reviewed	April 2020		

EIJB REPORT (221019) APPENDIX 1 - DRAFT DIRECTIONS

Reference number	EIJB-22/10/2019-4		
Does this direction supersede, vary or revoke an existing direction? If yes, please provide reference number of existing Direction	No		
Approval date	22/10/2019		
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 sixteen tenancies for adults with complex support needs, Specifically, commission 9 flats from Lifeways, plus other new accommodation options.		
Direction to	NHS Lothian The City of Edinburgh Council		
Link to relevant EIJB report / reports	<a href="#">EIJB Strategic Plan 2019-22, EIJB, 20 August 2019</a> <a href="#">Royal Edinburgh Campus and St Stephen's Court, EIJB, 18 May 2018</a>		
Budget / finances allocated to carry out the detail		NHS Lothian	City of Edinburgh Council
	2019/20	£2.1m	£0
	2020/21	£0.4m	£1.7m
	2021/22	£0	£2.1m
Performance measures	16 people are living in the community by December 2020		
Date direction will be reviewed	April 2020		

EIJB REPORT (221019) APPENDIX 1 - DRAFT DIRECTIONS

Reference number	EIJB-22/10/2019-5		
Does this direction supersede, vary or revoke an existing direction? If yes, please provide reference number of existing direction	No		
Approval date	22/10/2019		
Services / functions covered	Mental health services		
Full text of direction	Implement the Scottish Government's National Mental Health Strategy to improve the response to distress in A&E, police, primary care, custody and prison settings by employing 12 WTE staff.		
Direction to	NHS Lothian The City of Edinburgh Council		
Link to relevant EIJB report / reports	<a href="#">EIJB Strategic Plan 2019-22, EIJB, 20 August 2019</a> <a href="#">Action 15 funding, EIJB, 21 June 2019</a> <a href="#">Psychological Therapies Additional Investment, EIJB, 20 August 2019</a>		
Budget / finances allocated to carry out the detail		NHS Lothian	City of Edinburgh Council
	2019/20	£2.1m	£0
	2020/21	£3.2m	£0
	2021/22	£3.3m	£0
Performance measures	Additional staffing as detailed in the report to the EIJB in June 2019. Establishment of the Thrive open access centres. Each development will have its own outcomes and KPIs		
Date direction will be reviewed	April 2020		

EIJB REPORT (221019) APPENDIX 1 - DRAFT DIRECTIONS

Reference number	EIJB-22/10/2019-6		
Does this direction supersede, vary or revoke an existing direction? If yes, please provide reference number of existing direction	No		
Approval date	22/10/2019		
Services / functions covered	Alcohol and Drugs services		
Full text of direction	Implement the Seek, Keep and Treat' Plan for people with substance misuse problems		
Direction to	NHS Lothian The City of Edinburgh Council		
Link to relevant EIJB report / reports	<a href="#">EIJB Strategic Plan 2019-22, EIJB, 20 August 2019</a> <a href="#">Scottish Government - Seek, Keep and Treat Funding, EIJB, 21 June 2019</a>		
Budget / finances allocated to carry out the detail		<i>NHS Lothian</i>	<i>City of Edinburgh Council</i>
	2019/20	£1.1m	£0.3m
	2020/21	£1.1m	£0.3m
	2021/22	£1.1m	£0.3m
Performance measures	In line with Scottish Government national outcomes and targets		
Date direction will be reviewed	April 2020		

EIJB REPORT (221019) APPENDIX 1 - DRAFT DIRECTIONS

Reference number	EIJB-22/10/2019-7		
Does this direction supersede, vary or revoke an existing direction? If yes, please provide reference number of existing direction	No		
Approval date	22/10/2019		
Services / functions covered	Carers		
Full text of direction	Implement the Edinburgh Joint Carers Strategy 2019-22 and associated implementation plans		
Direction to	NHS Lothian The City of Edinburgh Council		
Link to relevant EIJB report / reports	<a href="#">EIJB Strategic Plan 2019-22, EIJB, 20 August 2019</a> <a href="#">Edinburgh's Joint Carers Strategy and Implementation Plans, EIJB, 20 August 2019</a>		
Budget / finances allocated to carry out the detail		<i>NHS Lothian</i>	<i>City of Edinburgh Council</i>
	2019/20	£0.573m	£2.630m
	2020/21	£0.573m	£3.605m
	2021/22	£0.573m	£6.049m
Performance measures	Six priority areas will have services provided and commissioned to support improvement across the identified outcomes as per the timeline included with the EIJB report of 20 August 2019.		
Date direction will be reviewed	April 2020		

EIJB REPORT (221019) APPENDIX 1 - DRAFT DIRECTIONS

Reference number	EIJB-22/10/2019-8		
Does this direction supersede, vary or revoke an existing direction? If yes, please provide reference number of existing direction	No		
Approval date	22/10/2019		
Services / functions covered	Primary care / general medical services		
Full text of direction	Expand the Primary Care Workforce in line with the 6 clinical areas set out in the National 2018 New GMS Contract		
Direction to	NHS Lothian		
Link to relevant EIJB report / reports	<a href="#">EIJB Strategic Plan 2019-22, EIJB, 20 August 2019</a> <a href="#">Edinburgh Primary Care Improvement Plan (PCIP), EIJB 15 June 2018</a> <a href="#">Primary Care Transformation Programme, EIJB 24 May 2019</a>		
Budget / finances allocated to carry out the detail		<i>NHS Lothian</i>	<i>City of Edinburgh Council</i>
	2019/20	£5.3m	£0
	2020/21	£9.2m	£0
	2021/22	£12.9m	£0
Performance measures	Growth of staffing resource to target of c230wte spread across City practices by April 2022		
Date direction will be reviewed	April 2020		

EIJB REPORT (221019) APPENDIX 1 - DRAFT DIRECTIONS

Reference number	EIJB-22/10/2019-9
Does this direction supersede, vary or revoke an existing direction? If yes, please provide reference number of existing direction	No
Approval date	22/10/2019
Services / functions covered	Primary care / general medical services
Full text of direction	Work with EHSCP to produce business cases to support priorities for capital investment beyond the current year taking account of the anticipated population expansion in each locality
Direction to	NHS Lothian
Link to relevant EIJB report / reports	<a href="#">EIJB Strategic Plan 2019-22, EIJB, 20 August 2019</a> <a href="#">Primary Care Population and Premises, EIJB, 22 September 2017</a>
Budget / finances allocated to carry out the detail	Capital allocation as identified in each business case.
Performance measures	Delivery of Primary Care Infrastructure to meet identified need
Date direction will be reviewed	April 2020



