



MINUTES OF THE MEETING OF THE EAST LOTHIAN INTEGRATION JOINT BOARD

THURSDAY 26 APRIL 2018
COUNCIL CHAMBER, TOWN HOUSE, HADDINGTON

1

Voting Members Present:

Mr P Murray (Chair)
Councillor S Akhtar
Councillor S Currie
Councillor J Findlay* (substitute)
Ms F Ireland
Councillor F O'Donnell
Mr A Joyce

Non-voting Members Present:

Mr D Binnie* (substitute)
Ms P Dutton
Dr R Fairclough
Ms E Johnston
Mr D King
Ms A MacDonald
Ms M McNeill
Mr T Miller
Mr D Small
Dr J Turvill

ELC/NHS Officers Present:

Mr P Currie
Mr B Davies
Ms C Flanagan
Ms R Laskowski
Ms J Ogden-Smith

Clerk:

Ms F Currie

Apologies:

Councillor S Kempson*
Ms M Whyte
Ms F Duncan
Mrs M McKay*
Ms J Tait

Declarations of Interest:

Marilyn McNeill indicated that, as a member of the board of the East Lothian Community Care Forum, she must declare an interest in relation to Item 5. She agreed to leave the Chamber during this item.

1. CHANGES TO THE NON-VOTING MEMBERSHIP OF THE IJB

The Chief Officer had submitted a report asking the IJB to agree to the replacement of Danny Harvie, independent sector non-voting member of the IJB, on a temporary basis and to note a further change to the non-voting membership.

David Small presented the report drawing members' attention to a change to the recommendations. He advised that Danny Harvie was retiring and would therefore be stepping down from his role on the IJB. The intention had been to seek a temporary replacement for Mr Harvie but Mr Small now proposed asking the IJB to agree to seek a new representative from the Independent Sector.

Councillor Fiona O'Donnell asked if the independent sector included third sector providers. Mr Small confirmed that it covered both 'for profit' and 'not for profit' providers.

Elaine Johnstone suggested that the appointee come from an independent organisation to ensure a better balance on the IJB.

The Chair said that he was sorry to see Mr Harvie retiring as he had been a very active participant on the IJB. He wished to formally record his appreciation and confirmed that a letter of thanks would be sent to Mr Harvie.

Councillor O'Donnell also noted Mr Harvie's contribution more broadly to the provision of high quality, efficient care services within East Lothian.

The Chair asked members to agree the recommendations of the report, as amended.

Decision

The IJB agreed:

- (i) to seek a new independent sector representative; and
- (ii) to note that Judith Tait has replaced Sharon Saunders as Head of Children's and Adult Services at East Lothian Council and non-voting member of the IJB.

2. MINUTES OF THE MEETING OF THE EAST LOTHIAN INTEGRATION JOINT BOARD ON 22 MARCH 2018

The minutes of the meeting on 22 March 2018 were approved.

3. MATTERS ARISING FROM THE MINUTES OF 22 MARCH 2018

The following matters arising from the minutes of 22 March 2018 were discussed:

(Item 3) Delayed Discharges – Mr Small reported that there were 13 delayed discharges recorded for March which was below the projected number. He said that the level of sustained performance was very encouraging.

(Item 8) MELDAP/Substance Misuse Services – Councillor Shamin Akhtar asked if there was any update on this issue. Mr Small advised that MELDAP had drafted a letter for him to send to the Scottish Government seeking an update on the provision of additional funding for drug and alcohol services. A further update would be provided at the next meeting of the IJB.

The Chair also made the following remarks:

The Executive Committee of IJB Chairs & Vice Chairs had met recently and he would arrange for a note of this meeting to be circulated to IJB members. He added that, as part of his role as Chair of the Executive Committee, he had taken up membership on the CoSLA Health and Social Care Committee.

The Chair reported that Mr Small had given evidence on integration and delayed discharges at a recent meeting of the Scottish Parliament's Health and Sport Committee and that this session could be viewed online.

He also reported on a recent meeting with the Friends of Edington group and a visit to Edington Hospital and Abbey Care Home, both of which had been very useful.

The Chair advised members that, as the next scheduled meeting was not until the end of June, this was likely to be Mr Small's last IJB meeting. He wished to offer his congratulations to him on his new post and to express his sincere thanks, on behalf of the whole IJB, for his work as Chief Officer. Mr Small had led an excellent team and had established the basis for effective integration within East Lothian. The Chair acknowledged a number of Mr Small's achievements during his time as Chief Officer and Director of the Health & Social Care Partnership. He said that he would be greatly missed and he wished him well for the future.

4. PROPOSED DIRECTIONS FOR 2018/19

The Chief Officer had submitted a report to present to the East Lothian Integration Joint Board a proposed set of Directions to be issued to NHS Lothian and East Lothian Council on 30 April 2018.

The report also presented progress against all Directions at the end of 2017/18 and a proposed Annual Delivery Plan for 2018/19.

The Chair commented that there had been a very useful discussion during the development session and that this had resulted in some amendments to the proposed Directions.

David King presented the report reminding members that issuing Directions was a key part of the IJB's role. He said that a list of proposed Directions for 2018/19 had been prepared and that discussions had taken place during the development session over what to take out and what to add in. He circulated two additional papers relating to financial tables and an additional Direction on Core Community Services.

Mr King said that development session had generated a tremendously useful dialogue which had resulted in the following amendments to the proposed Directions:

- An additional new direction (D01i) be included to provide a catch all direction for the core health services that are not specifically mentioned in other directions.
- A table of indicatives budgets for the Directions to be included.
- A Direction is added requiring support from the partners to deliver the IJB's workforce plan.
- A Direction is added to require NHS Lothian to deliver the reprovision of the Harbours medical practice with work commencing in early 2019.
- A Direction is added requiring NHS Lothian to undertake Strategic Assessments and Initial Agreements for the reprovision of the Partnership's GP premises and at Haddington and North Berwick.
- A Direction is added to undertake a proper review of all the services provided by 'third parties' and to allow a fuller understanding of the IJB's investment in the third and independent sectors. This could be done by amending direction D02i and is linked to Direction D12g.
- The Directions be reviewed to ensure that references to '17/18' are suitably amended, especially with reference to 'preparation' for the Carers Act.
- That the introductory notes to the Directions clearly articulate the underlying theme of user involvement.
- That the introductory notes to the Directions make clear the IJB's desire to work in partnership, not only with East Lothian Council and NHS Lothian but also with other IJBs and that the IJB will collaborate with any other bodies who share the IJB's goals.
- That Direction D11 is recast to ensure that the acute services are delivered as efficiently as possible and to emphasise that a key IJB ambition is to move financial resources between set aside and core in line with the movement of activity from set aside functions.
- That Direction D12 is revised to emphasise that that full consultation will take place with the appropriate parties. That this point – the importance of full consultation – is also included in the covering paper which refers to D12.

Mr King also outlined the appendices to the report and how the Directions linked into the strategic planning process.

Ms McNeill asked if there would be a general reference to user involvement. Mr King confirmed that a paragraph would be inserted into the introductory notes.

Councillor Jeremy Findlay asked if a report would be brought back to the IJB or Council following the consultation on Abbey, Eskgreen and Belhaven. Mr Small advised that there required to be tripartite agreement between the Council, IJB and NHS Lothian and reports would be brought to all three bodies.

Councillor Stuart Currie emphasised the need to align the timings of these reports.

The Chair invited members to approve the recommendations outlined in the report subject to the amendment of recommendation 2.2.

Decision

The IJB agreed:

- (i) to note end of year progress against all the Directions operating through 2017-18 and approve the recommendation to either end, continue or replace certain of these Directions;
- (ii) the proposed Directions which will apply in 2018-19, subject to the amendments agreed at the IJB's development session on 26 April 2018;
- (iii) the Annual Delivery Plan for 2018/19;
- (iv) to note that each partner responsible for delivering a Direction is expected to report on progress quarterly, or as frequently as required by the IJB for the purposes of monitoring achievement; and
- (v) to note that the new Directions for 2018/19 and the revised Directions list brought forward from the preceding two years are intended to reflect the work priorities for 2018/19 agreed at the IJB meeting on 22 February 2018.

Sederunt: Ms McNeill left the Chamber.

5. REVIEW OF THE HSCP COMMUNITY GRANT FUNDING AND RESULTING PROPOSAL FOR THE FUTURE FUNDING OF THE EAST LOTHIAN COMMUNITY CARE FORUM (ELCCF)

The Chief Officer had submitted a report seeking agreement from the Integration Joint Board on a proposed way forward for 2018/19 for the commissioning of work from the ELCCF.

The Chair reminded members that this issue had been continued from the last meeting following the IJB's failure to reach an agreement on funding for the ELCCF for 2018/19.

Bryan Davies presented the report outlining the background and the revised proposal for the ELCCF. He explained that, in addition to focussing on independent service users input to three projects in 2018/19, the ELCCF would also be expected to establish a Service User Consultation Forum by July 2018. In return, The ELCCF funding would be set at 50% of the current funding allocation which amounted to £26,500. The ELCCF may also be eligible for a 3 to 5 year Service level Agreement (SLA) depending on the findings of the review of all community services which was currently underway.

Mr Davies responded to a question from Councillor O'Donnell giving further details of the scope of the review of community services.

Councillor Findlay asked for clarification of a point in the minute of the IJB's March meeting which indicated that any funding for ELCCF would have to be found from savings elsewhere.

Mr Small explained that they had yet to conclude the full impact of all service savings. If these amounted to c. £20,000 then it was likely that the cost of the ELCCF funding could be absorbed within these savings. If not, a further paper would be brought before the IJB.

Fiona Ireland pointed out that any review must be completed within 12 months to ensure that any future SLAs were offered on the basis that the IJB required that particular service.

Mr Small confirmed that the current funding proposal was for 12 months and that the ELCCF, along with other organisations going through the review process in 2018/19, may be eligible for a further contract.

The Chair added that the IJB had to be able to show confidence in services and resources over the longer term.

Councillor Currie said that it was important to consider the language used in the report and communications with the organisation. The IJB did not want to suggest that the previous work carried out by the ELCCF was not valued. He also observed that many organisations would find it difficult to survive a 50% reduction in funding.

Mr Davies acknowledged the point about the language used but reminded members that the test for every organisation was best value and strategic fit and this required them to focus on the priorities for the IJB.

Councillor O'Donnell said that she had met with ELCCF and they were also undertaking work funded by the Musselburgh Area Partnership as well as looking for alternative sources of funding.

Richard Fairclough asked how the ELCCF would engage with medical practitioners as part of their work on primary care access in Musselburgh. He wanted to ensure that there was meaningful engagement and evaluation, particularly as the 2018/19 financial year had already begun. He also suggested it might be useful for the ELCCF to link with the patient participation group.

Mr Davies agreed that, as with all projects, it would be crucial to detail what was required, how this would be achieved by the organisation and how the outcomes would be monitored.

Decision

The IJB agreed:

- (i) the proposed arrangements for funding of the ELCCF in 2018/19;
- (ii) that the ELCCF be directed to support three independent evaluations of three distinct projects planned for 2018/19 along with establishing a service user consultation forum by July 2018 and ensuring service user input in other existing groups; and
- (iii) that this commissioning arrangement with the ELCCF for 2018/19 be funded with a 50% reduction in their existing grant.

Sederunt: Ms McNeill returned to the Chamber.

6. ROYAL EDINBURGH HOSPITAL CAMPUS REDEVELOPMENT (PHASE 2)

The Chief Officer had submitted a report seeking the support of the East Lothian Integration Joint Board (IJB) for the bed numbers and financial assumptions for Phase 2 of the Royal Edinburgh Hospital (REH) re-provision thereby allowing the Outline Business Case (OBC) to progress.

Mr Small presented the report explaining the background and outlining the facilities provided by the Royal Edinburgh Hospital. He reminded members that at present the IJB was being asked to agree a proposition for bed numbers and review of the financial model. The IJB would have the opportunity to consider the Outline Business Case at a future date.

Mr Small explained the proposed bed numbers and the basis for the bed risk share model. He also outlined the draft funding model and potential savings. The Chair added that any potential funding benefit would not take effect until at least 2020 - 2021.

Addressing the small number of beds, Rona Laskowski said that the expectation would be that individuals would be cared for at home unless there was a need for in-patient treatment. This supported the long-term aim of person-centred care provided locally and close to home.

Decision

The IJB agreed:

- (i) to the proposed East Lothian bed numbers in Phase 2;
- (ii) in principle to a bed risk share model with other IJBs in order to progress the business case and ensure East Lothian patients have continued access to specialist services; and
- (iii) that the financial model will be revisited as part of the work towards the new IJB NRAC financial allocation model and that the final financial model for the OBC should be presented to the IJB.

7. APPOINTMENT OF THE CHIEF FINANCE OFFICER

The Chief Officer had submitted a report updating the East Lothian Integration Joint Board on the proposals for the recruitment of the Section 95 Officer.

Mr Small presented the report outlining the background and inviting members to agree the proposals outlined for recruitment of a new Section 95 officer. He advised members that Mr King intended to retire in October 2018 and he thanked him for his contributions to the shadow board and the IJB and his involvement in drafting the scheme of integration.

Decision

The IJB agreed the proposals for the Section 95 Officer recruitment.

8. MEMBERSHIP OF THE IJB – TERMS OF OFFICE

The Chief Officer had submitted a report informing the Integration joint Board of the statutory requirements of members' terms of office and seeking the IJB's agreement to take the necessary action in relation to those members whose term of office is due to expire.

Mr Small presented the report outlining the background and the actions which required to be taken in relation to those members whose term of office was due to expire this year.

The Chair added that he would write to the relevant bodies seeking nominations as required.

Councillor Akhtar asked why Mrs McKay had only been re-appointed for two years. Mr Small explained that in 2016 the IJB had agreed to a mix of terms for those representatives of carers, service users, independent sector and third sector.

Ms Johnstone asked why most of these representatives were selected rather than nominated. Mr Small stated that the legislation did not require these representatives to be nominated by a specific body. Therefore it had been decided to appoint by external selection.

Decision

The IJB agreed:

- (i) to note the terms of office for members of the IJB and the requirement to review the appointment of each member at the end of their term; and
- (ii) the actions in relation to those members whose term of office is due to expire between May and July 2018.

Signed

Peter Murray
Chair of the East Lothian Integration Joint Board



REPORT TO: East Lothian Integration Joint Board
MEETING DATE: 24 May 2018
BY: Chief Finance Officer
SUBJECT: Financial Out-turn 2017/18 and Review of 2018/19
Budget Setting

4

1 PURPOSE

- 1.1 This report provides the financial out-turn position for 2017/18 and provides a further review of the 2018/19 budget setting process.

2 RECOMMENDATIONS

- 2.1 The IJB is asked to:
- i. Agree to the movement of the IJB's underspend in its health arm into its social care arm.
 - ii. Accept the charges made against the IJB's budget by the Partners (subject to the partners audited positions)
 - iii. Note the IJB's 2017/18 DRAFT financial out-turn position.
 - iv. Note the formal East Lothian Council budget proposition for 2018/19
 - v. Accept the NHS Lothian 2018/19 budget proposition on the basis that plans to balance the Set Aside position are presented to the IJB

3 BACKGROUND

Summary – 2017/18 out-turn

- 3.1 The IJB's operational partners have now provided the IJB with draft financial information to strike an out-turn position for the IJB for 2017/18. For the financial year ending 31st March 2018, the IJB has broken even. That said, a significant element of non-recurrent support has been provided by the Partners, especially East Lothian Council, to allow the IJB to break-even. There remains, as has been reported previously, an underlying financial pressure within the IJB's social care budgets.

- 3.2 The table below summarises the actions which will allow the IJB to achieve a break-even position, with the positions expressed as variances (the difference between the budgets and the actuals) with a negative value showing an unfavourable variance (that is an overspend) :-

	Health £000's	Social Care £000's
Initial position	250	(1,101)
Move underspend	(250)	250
Add'n Support from Partners	75	796
Move support	(75)	75
Year end position	0	0

- 3.3 As highlighted above, the initial financial position for 2017/18 (before any adjustments) was an underspend within the health arm of the budget and an overspend within the social care arm of the budget. A further analysis of both these positions is discussed below. The IJB's integration scheme allows the movement of underspends from one arm of the budget to offset overspends within the other arm if the appropriate partner (that is the partner who is reporting the underspend) agree that the underspend is 'planned' and not fortuitous. NHS Lothian accept that the position, although not directly planned by the IJB, is a result of management actions undertaken by the partnership and are prepared to make these funds available to the IJB. The IJB has directed NHS Lothian to make these funds available to the Council to support the social care position.
- 3.4 The adjustment above does not, clearly, allow the IJB to breakeven and both partners have made further funds available to the IJB, as laid out above.
- 3.5 At its meetings in July 2017, August 2017, October 2017, December 2017 and March 2018 the IJB received an update on the in-year (2017/18) financial position. The early papers (July and August) reported issues within the health budget but noted that the social care budget was expected to break-even. However as the year progressed the health position improved but financial pressures in social care were reported along with an indication that the IJB may therefore not break even. The October and December papers laid out the actions described in the Integration Scheme in the event of an overspend forecast and reported the actions taken by the Chief Officer and the Chief Finance officer to address these.
- 3.6 The March 2018 paper, considering the financial informational available at that time estimated an overspend for the IJB of c. £1.0m, the social care position being an overspend of c. £850,000 along with a health overspend of c. £84,000. That said, the IJB social care position was based on the Adult Wellbeing position which is not necessarily the same as the IJB position. The difference between the AWB position

and the IJB's Social Care position is illustrated clearly in the budget proposition letter from East Lothian Council.

- 3.7 As can be seen from the high level out-turn position above, the health position has improved whilst the social care position is roughly at the position of the March paper.
- 3.8 The key movement between the position laid out at March and the out-turn is the improvement in the Health position of c. £334,000. There are three broad elements to this improvement:-
- Improvement in the GP prescribing position – the partnership had agreed to support a prescribing forecast overspend position of c. £0.5m. As the financial year progressed this forecast position improved and, other things being equal, the partnership (part of the IJB's core budgets) was underspent. This improvement was especially significant in the last two months of the financial year with the final prescribing out-turn being an overspend of c. £151,000.
 - Slippage in the core position – the partnership continues to manage a range of new development and project work for the IJB. In year some of the original plans have slipped – that is the expenditure in 2017/18 is less than the planned position. Although an element of slippage was built into the year-end projections, this has proven to be greater than forecast.
 - Improvement in the Set Aside position – the Set Aside budgets are managed by the site management teams at the RIE, WGH and St. Johns. The actual out-turn position has improved from the forecasted position
- 3.9 The main drivers in the social care position are driven by a significant overspend in those services supporting Older People especially in care homes and care at home and in services for adults with Learning and Physical disabilities. Along with these operational pressures the achievement of the efficiencies built into the opening budgets has proven to be a challenge and a small part of the overspend is driven by unachieved efficiencies.
- 3.10 Appendix 1 lays out the final budgets, along with the actual charges against these budgets. However, it must be remembered that these are the final value after adjustments – that is the adjustments laid out above have been actioned. Thus, this report shows both arms of the IJB breaking even.
- 3.11 It should be noted that the financial information in appendix 1 includes 'Non cash limited' budgets and expenditure. In the Health system, expenditure to support the delivery of community dentistry, community opticians and community pharmacists is termed as 'non cash limited' but is clearly part of the delivery of primary care services and these functions are delegated to the IJB. However, being NCL there is no budget as such but any expenditure incurred is supported in its entirety by the Scottish Government. The NCL values are not part of the budget

setting process, there being no budget, but NHS Lothian has matched the NCL expenditure with income to cover this expenditure.

Non-recurrent support

- 3.12 As is discussed above, there is a significant element of non recurrent support in the overall position. Given that the improvements in the health position are largely underpinned by in-year slippage the underspend is certainly a one-off position and, as is discussed further below, there are a range of financial pressures in the health element of the budget projected in 2018/19.
- 3.13 Within social care, there is clearly c. £950,000 of non-recurrent support and work continues to clarify how much of this position is driven by operational pressures and how much is a result of slippage in the delivery of the efficiency programmes from previous years.

2018/19 Budget Setting

- 3.14 At its February 2018 meeting the IJB considered the budgetary offers from its partners for 2018/19 and beyond. This was based on:-
- For social care budget a position from East Lothian Council based on its Adult Wellbeing Budget, an IJB Position not being available at that time. A letter was received from ELC on 27th March 2018 (attached) laying out a proposed budget for the IJB starting with the AWB budget. This is clearly in line with the position agreed by the IJB in February.
 - For its health budgets, the IJB accepted a proposition based on the NHS Lothian financial plan data that was presented to the NHSiL Finance and Resources Committee at its January meeting. Since that date there has been a further iteration of the NHSiL financial plan and NHSiL sent the IJB a formal budget proposition in April 2018. This letter is also attached.
- 3.15. The letter from NHS Lothian lays out in some detail the basis of the 2018/19 position. In summary this describes:-
- An overall (for the whole of Lothian) projected financial gap of c. £21m – that is the current NHSiL financial plan for 2018/19 does not balance.
 - Pay awards are to be fully funded.
 - The GP prescribing budgets have been reset at the projected closing position for 2017/18.
 - Additional NHSiL Investments of £2.0m (£240,000 for the IJB) have been made to support capacity in Primary Care that is in addition to investment of £2.0m made in 2017/18.
 - A further non-recurrent investment of £2.0m (£240,000 for the IJB) to support developments in GP prescribing both locally with East Lothian and Lothian wide as appropriate

- 3.16 The Scottish Government's settlement for 2018/19 included further investments in Primary Care to support the delivery of the new GMS contract, along with investments in Mental Health and Substance Misuse. These investments have not, as yet, been made available to the Health Boards who will then pass on the appropriate elements to the IJBs. The letter also notes that these investments are not in the current budget, but that the funds will be made available when they are available to NHSIL.
- 3.17 Appendix 2 compares the position that was reported to the IJB in February 2018 with this letter. There are two main differences:-
- Set Aside – this is less than that value discussed previously. There are two reasons for this – the budgetary movements from the closure of Liberton Hospital are now complete and the appropriate budgets have been transferred to the IJB (now in core). There has also been a further revision to the current IJB health budget setting model which has moved budgets from Set Aside into non-delegated. It is important to remember that the health budget setting model is being revised. This adjustment does not prejudice the IJB's position and in fact the projected pressures in Set Aside are reduced from the previous position.
 - The core budget has increased and that element of it which was non-recurrent previously has now been made recurrent. That said, the projected pressures have increased from the previous analysis but that is a reflection of further work on the local operational financial plans for the East Lothian HSCP.
- 3.18 The IJB applies two tests to any budgetary proposition – that of fairness (a fair share of the resources available to the partner) and adequacy (which is measured on the ability of the partner to manage the projected financial pressure as laid out in their own financial plans). Given that the current health IJB budget setting model will continue to be used until the new model can be brought into operation then the position in the letter complies with these two tests as described in the February IJB paper. A restatement of the financial pressures along with a comparison of the position laid out in February 2018 is included in appendix 2.
- 3.19 Both partners have made multi-year financial propositions available and this information will be used to update the IJB's financial plan. A further report on the development and the current shape of the IJB's financial plan will be brought to a further meeting.

4 ENGAGEMENT

- 4.1 The IJB's meetings are held in public and its papers are available on line.

5 POLICY IMPLICATIONS

5.1 There are no further policy implications arising from this paper.

6 INTEGRATED IMPACT ASSESSMENT

6.1 The subject of this report does not affect the wellbeing of the community or have a significant impact on equality, the environment or economy.

7 RESOURCE IMPLICATIONS

7.1 Financial – none.

7.2 Personnel – none.

7.3 Other – none.

8 BACKGROUND PAPERS

8.1 Reports to the IJB as discussed above.

Appendices

- 1. 2017/18 year end summary**
- 2. Comparison between current budgetary proposition and that agreed at the February meeting of the IJB**
- 3. Letter from East Lothian Council making a formal budgetary proposals to the IJB for 2018/19 – March 2018.**
- 4. Letter from NHS Lothian making a formal budgetary proposals to the IJB for 2018/19 – April 2018.**

AUTHOR'S NAME	David King
DESIGNATION	Chief Finance Officer
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DATE	17 May 2018

East Lothian Integration Joint Board

DRAFT Financial Out-turn 2017/18

	Final Budget £000's	Actual Costs £000's	Variance £000's
Health Services			
Core	68,394	68,060	334
Hosted	14,753	14,592	161
Set Aside Non Cash Limited	21,141	21,636	(495)
Social Care Services	10,447	10,447	0
Social Care Services	44,492	44,492	0
Total	159,227	159,227	0

Notes :-

1. The charges made by East Lothian Council to the IJB are the net direct costs incurred in the delivery of social care services in East Lothian. The charges from NHS Lothian are based on the health budget setting model as agreed by the IJB. That is, charges for the Core services are based on the net direct actual costs incurred in East Lothian but charges for hosted and set aside services are based on the total actual costs for these services shared across the IJBs per the budget setting model. East Lothian's share of the total actual costs incurred in 2016/17 for hosted services is 12% and, generally, 12% of the Lothian element of the set aside budgets.
2. The position above reflects the partners' financial statements. It should be noted (paragraph 3.2 above) that both partners have made additional resources available to the IJB to allow it to break-even in 2017/18

NHS Lothian Budget proposition 2018/19

1. Movements between indicative position in February 2018 IJB paper and final 2018/19 budget proposition.

	February Paper £000's	April Offer £000's	Movement £000's
Core	67,189	68,344	1,155
Hosted	12,253	12,091	(162)
Set Aside	21,232	19,457	(1,775)
	100,674	99,892	(782)

The February indicative position included c. £1.8m of non-recurrent funds. These have now largely, per the offer letter, been made recurrent.

2. Financial Pressures - movement between February paper and current NHSiL offer

	February Pressure £m	Revised Position
Adult Social Care	-0.85	-1.10
Health - Core	-0.46	-0.61
Health - Hosted	-0.14	-0.51
Health - Set Aside	-0.90	-0.67
	-2.35	-2.89

Note – the February report noted that there was an underlying financial pressure in social care and estimated this at c. £500,000. Per the discussion above this has now been revised to reflect a position of c. £940,000.

Our Ref : JL/JMcN
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John Muir House
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27 March 2018

Peter Murray
Chair, East Lothian Integration Joint Board
c/o petermurray1@nhs.net

Dear Peter,

**FINANCIAL RESOURCE PROPOSAL FROM EAST LOTHIAN COUNCIL TO
EAST LOTHIAN INTEGRATION JOINT BOARD – 2018/2019 - 2020/2021**

In accordance with the Scheme of Integration agreed between East Lothian Council and NHS Lothian, this letter sets out the formal proposal from East Lothian Council to the Integrated Joint Board (IJB) detailing the level of financial resource which will be provided by the Council in 2018/2019 to the IJB in relation to delegated functions.

This proposal has been derived from the 2018-2021 Budgets approved by Council on 13 February 2018, and includes East Lothian's share of the National Social Care Fund, which is £6.24m. The offer also sets out indicative budgets for 2019/2020 and 2020/2021, and these will be updated annually in line with the Council's approved budget framework.

The funds to be allocated to the IJB are in line with the delegated functions set out within the Scheme of Integration. Summary details are shown within the table below, and include a number of adjustments to reflect budgets relating to delegated functions from within the Housing Revenue Account (HRA) and General Services Non Housing budget, and removal of non-delegated expenditure from within the wider Adult Wellbeing Service. You should be aware that discussions are still ongoing to finalise the actual budgets for these adjusted areas and, therefore, the figures set out below have been based on indicative budgets for 2018/2019. It is, however, unlikely that there will be any material change to these budgets during 2018/2019 and I will ensure that the Chief Officer and Chief Finance Officer are presented with the finalised position as soon as possible.

You should also be reminded that, given some of these delegated budgets are from resources contained within the HRA, any direction around the use of these budgets must also be considered alongside the prevailing HRA guidance which sets out the parameters around the use of the HRA resources.

	£m
Adult Wellbeing 2018/19 approved Budget	51.233
Less Non delegated Functions	(0.770)*
Add	
Non HRA – Private Sector Housing Grant	0.256*
HRA – Disabled Adaptions (Capital)	0.600*
HRA – Garden Aid	0.238*
Total IJB budget allocation	51.557

* indicative budgets

I confirm that these budgets represent the resources available to the Council to support the functions that have been delegated by the Council to the IJB.

You will be aware that this budget has been presented on a NET basis and, as such, assumes that identified efficiency plans will be delivered on a recurring basis.

As you will be aware, the Council has approved a three-year budget covering the period up to 2020/2021, and indicative budgets have been provided for 2019/2020 and 2020/2021 to assist with forward planning, albeit recognising budgets are updated each year to reflect Scottish Government grant settlements and wider contractual commitments. Details of the indicative 2019/2020 and 2020/2021 budgets are set out in **Appendix 1** of this letter.

The Council will make appropriate effort to ensure that the operation of the delegated functions will be delivered within the available budgetary resources. In the event that financial monitoring reports indicate that an overspend is forecast, and immediate recovery plans prove unsuccessful, the responsibilities set out within the Scheme of Integration must be adopted to ensure an agreed and timely process is applied to consider the implications for the financial year and any recurring issues going forward.

I look forward to receiving early confirmation from you around the level of budgets which will then be devolved to the Council, including the related directions that will apply during 2018/2019.

Yours sincerely



Jim Lamond
Head of Council Resources (CFO)

cc: David Small, Chief Officer, East Lothian Integration Joint Board
David King, Chief Finance Officer, East Lothian Integration Joint Board
Sarah Fortune, Service Manager, Business Finance, ELC

East Lothian Council

Appendix 1

<u>Indicative Budgets to IJB 2019/20 and 2020/21</u>	<u>2019/20</u>	<u>2020/21</u>
	<u>£'M</u>	<u>£'M</u>
Adult Wellbeing Budget	50.444	49.991
<u>Less: Non Delegated Functions</u>	-0.770	-0.770
<u>Add:</u>		
Non HRA - Private Sector Housing Grant	0.256	0.256
HRA - Disabled Adaptations (Capital)	0.600	0.600
HRA - Garden Aid	0.238	0.238
TOTAL	<u>50.768</u>	<u>50.315</u>

To Chair and Chief Officer of IJB

Date 26 April 2018
Your Ref

Our Ref SG/AMcC/AWW
Enquiries to Susan Goldsmith
Extension 35810
Direct Line 0131 465 5810
Email - Susan.Goldsmith@nhslothian.scot.nhs.uk

Dear Colleagues

Budget Agreement 2018/19 – East Lothian Integration Joint Board

The NHS Lothian 2018/19 Financial Plan was approved by the Board of NHS Lothian on April 4th. The Plan presents a projected financial gap of circa £21m and provides limited assurance on the achievement of a balanced outturn next year.

The Plan includes details on the planned receipt and allocation of resources for 2018/19. NHS Lothian is assuming the following additional funding streams (equating to a total uplift against the baseline allocation of 3.08%):

- £20.3m of uplift (1.5% on the baseline);
- £8.7m of an NRAC parity adjustment (bringing NHS Lothian to within 0.8% of parity, in line with all other underfunded Boards).
- £12.7m of Scottish Government funding to meet the additional cost of the enhanced pay awards for staff on Agenda for Change pay scales.

In distributing additional resources, a number of principles are recognised:

- The importance of maintaining integrity of pay budgets through an equitable application of budget uplift to meet pay awards;
- A need to use recurrent resources against recurrent costs as far as possible, particularly in relation to the baseline recurrent gap;
- A recognition that there will be certain national costs which are inevitable;
- Under the arrangements for financial planning there is an expectation that all Business Units will plan to deliver financial balance against their budgets and therefore there needs to be recognition of the relative efficiency challenge across operational units;
- A reasonable balance of risk for NHS Lothian in the context of its breakeven target.

Recognising these key principles, additional recurrent uplift has been prioritised against the following key areas:

- £24.7m to fully fund pay awards, including Agenda for Change;
- £8.6m to provide a recurrent funding solution to the uplift to prescribing for 2017/18, previously funded through non recurring sources;
- £5.4m to fund the additional costs in the new RHSC Hospital.

GP Prescribing has been a key financial challenge for both the IJB and NHS Lothian in recent years, and I am committed to ensuring the recent improvement in the Prescribing financial position can be sustained. To this end the following adjustments will be made to support Prescribing, in addition to the allocation of the £8.6m recurrent solution identified above:

- An estimated £2.5m of additional funding from non-recurrent sources will be allocated across IJBs to ensure that the total prescribing budget available in 2018/19 will be consistent with the prescribing outturn spend for each IJB in 2017/18. This principle is the same as 2017/18 arrangements;
- A further £2m of non recurrent support has been allocated to support delivery of Lothian-wide Prescribing efficiency initiatives, with £1.3m being allocated on an NRAC basis across the four IJBs, and the balance of £0.7m utilised against specific initiatives and infrastructure support (pending final agreement on its allocation and therefore not forming part of the budget allocation at this stage).

The IJB's share of the £2m Primary Care Investment monies (the second tranche) is also included in IJB budgets for the coming year. The revised baseline budget does not currently include additional expected allocations from the Scottish Government (eg Alcohol & Drug Funding). These balances will be allocated across IJBs once confirmation is received from the Scottish Government.

Table 1 below summarises the impact of these additions on your IJB. Note that the percentage uplift values against your baseline have been included. At this stage GMS has been excluded from this calculation on the basis it will receive additional uplift during the year. In addition, non-cash limited expenditure and budget is also excluded.

Table 1 – Budget adjustments for East Lothian IJB, 2018/19

	Recurrency of Budget	Status	Allocation	East Lothian IJB £'000	% uplift on base net of GMS
<u>Baseline Budget 18/19</u>	R	Delegated	Core	51,988	
			Corporate	254	
			Hosted	11,604	
	R	Set Aside		18,937	
	NR	Set Aside		(51)	
				82,732	
Total	R	GMS		13,550	
				96,281	
<u>Additional Budget 18/19</u>					
Pay Uplift	R			1,166	1.41%
Investment in Prescribing	R	Recurrency of 16/17		1,880	2.27%
	NR	2017/18 Outturn		10	0.01%
	NR	Efficiency initiative funding		158	0.19%
PC Investment share of £2m	R			240	0.29%
Other				157	0.19%
				3,611	4.36%
Total Budget				99,892	

The baseline budget includes the 16/17 and 17/18 Social Care Fund; Drugs and Alcohol Partnership Funding; and adjustments during 17/18 in relation to Liberton Hospital.

East Lothian IJB 2018/19 – 2022/23 Budget

At this stage the Scottish Government has confirmed arrangements to allow for a one-year Plan only. However, assumptions have been made in order to forecast forward into future years and the implications of assumed additional funding streams and their agreed application for East Lothian IJB are shown below. The element of projected uplift is based on the assumption that future years' uplift will cover the cost of pay awards, with the value of pay award consistent with that for

2018/19: this remains subject to confirmation. At this stage, no further assumptions have been made around other uplift values. Table 2 shows the budget values to 2022/23.

Table 2 – East Lothian estimated budget baselines to 2022/23.

		19/20	20/21	21/22	22/23
		£'000	£'000	£'000	£'000
Baseline Budget	R	99,618	100,736	101,967	103,231
Additional Budget	R	1,198	1,231	1,264	1,299
Additional Budget	NR	16	0	0	0
Estimated Total Budget:		100,832	101,967	103,231	104,531

A more detailed breakdown of these constituent balances is presented in **Appendix 1**.

In addition, there are a number of additional funds which have been included in the Financial Plan for set aside functions, but which have not been included in the future years IJB allocations above as we do not yet have confirmation on how these resources will be allocated across each IJB (eg funding for new medicines). Once agreed, these allocations will further increase the total resources delegated to the IJB.

Finally, I can confirm that support services to the IJB, including Finance, will be provided on the same basis as previously. These resources are not included in the budgets set out above.

You will be aware that we have been working with CFOs to develop a revised cost and budget allocation model. This requires further work and agreement with both NHS Lothian and each of the IJBs, but I look forward to working with you on this important programme as we continue to collectively identify and action opportunities to develop health service delivery within available resources across your IJB.

Yours sincerely



Susan Goldsmith
Director of Finance
 cc Chief Finance Officer
 Enc

APPENDIX 1

IJB Budgets - 2018/19 to 2022/23				18/19	19/20	20/21	21/22	22/23
	Recurrency of Budget	Status	Allocation	East Lothian IJB £'000	East Lothian IJB £'000	East Lothian IJB £'000	East Lothian IJB £'000	East Lothian IJB £'000
<i>Baseline Budget</i>	R	Delegated	Core	65,538	68,177	68,711	69,260	69,825
			Corporate	254	258	262	266	271
			Hosted	11,604	11,833	11,989	12,231	12,479
	R	Set Aside		18,937	19,350	19,774	20,210	20,657
	NR	Set Aside		(51)	0	0	0	0
Total				96,281	99,618	100,736	101,967	103,231
The baseline budget includes the 16/17 and 17/18 Social Care Fund; Drugs and Alcohol Partnership Funding; and adjustments during 17/18 in relation to Liberton Hospital								
<i>Additional Budget</i>								
Pay Uplift	R			1,166	1,198	1,231	1,264	1,299
Investment in Prescribing	R			1,880	0	0	0	0
Investment in Prescribing	NR			168	0	0	0	0
PC Investment share of £2m	R			240	0	0	0	0
Other	NR			157	16	0	0	0
				3,611	1,214	1,231	1,264	1,299
Total Budget				99,892	100,832	101,967	103,231	104,531



REPORT TO: East Lothian Integration Joint Board

MEETING DATE: 24 May 2018

BY: Chief Officer

SUBJECT: Proposed Directions for 2018/19

5

1 PURPOSE

- 1.1 To present to the East Lothian Integration Joint Board a final proposed set of Directions for 2018/19 to be issued to NHS Lothian and East Lothian Council.
- 1.2 Any member wishing additional information should contact the authors of the report in advance of the meeting.

2 RECOMMENDATIONS

The IJB is asked to:

- 2.1 Agree the Directions for 2018/19 as attached.

3 BACKGROUND

- 3.1 The Public Bodies (Joint Working)(Scotland) Act 2014 sets out the process by which an Integration Joint Board delivers its Strategic Plan by issuing 'Directions' to the Local Authority and the Health Board as appropriate. The East Lothian IJB's policy states that Directions will be issued for each delegated function including the allocation of the associated financial resource.
- 3.2 Following discussion in the Strategic Plan Programme Board, Strategic Planning Group and IJB concerning priorities for 2018/19 and taking into consideration the outcomes and targets applying to the IJB during 2018/19 (such as the Ministerial Strategic Group for Health and Community Care a set of directions was presented to the IJB at its April 2018 meeting for consideration. These directions had already been discussed at an IJB workshop which had been held before the IJB's meeting.

3.3 Having been discussed at the workshop, the IJB considered the Directions presented to it and made the following amendments:

1. That an additional new direction (D01i) be included to provide a catch all direction for the core health services that are not specifically mentioned in other directions.
2. That a table of indicatives budgets for the Directions be included.
3. That a Direction is added requiring support from the partners to deliver the IJB's workforce plan.
4. That a Direction is added to require NHS Lothian to deliver the reprovision of the Harbours medical practice with work commencing in early 2019.
5. That a Direction is added requiring NHS Lothian to undertake Strategic Assessments and Initial Agreements for the reprovision of the Partnership's GP premises and at Haddington and North Berwick.
6. That a Direction is added to undertake a proper review of all the services provided by 'third parties' and to allow a fuller understanding of the IJB's investment in the third and independent sectors. This could be done by amending direction D02i and is linked to Direction D12g.
7. That the Directions be reviewed to ensure that references to '17/18' are suitably amended, especially with reference to 'preparation' for the Carers Act.
8. That the preamble to the Directions clearly articulates the underlying theme of user involvement.
9. That the preamble to the Directions makes clear the IJB's desire to work in partnership, not only with East Lothian Council and NHS Lothian but also with other IJBs and that the IJB will collaborate with any other bodies who share the IJB's goals.
10. That Direction D11 is recast to ensure that the acute services are delivered as efficiently as possible and to emphasise that a key IJB ambition is to move financial resources between set aside and core in line with the movement of activity from set aside functions.
11. That Direction D12 is revised to emphasise that that full consultation will take place with the appropriate parties. That this point – the importance of full consultation – is also included in the covering paper which refers to D12.

It is not proposed to reissue the original covering report to reflect point 11 above. However, in order not to lose this point, the minutes for the April meeting should reflect this change.

3.4 These amendments have been made to the attached directions (Appendix 1) and reflected in the covering letter to Partners (Appendix 2).

3.5 However, since that meeting further discussions have taken place in the IJB Strategic Planning Group which also have led to further amendments in the directions.

3.6 The revisions – made to D12g and D02i – are as follows:

D12g - NHS Lothian and East Lothian Council to review directly provided community Services for Adults with complex needs to develop a transformation programme to support the IJB priority to transform

community supports for younger adults with complex needs. This will involve full engagement and consultation with appropriate parties. Together with direction D02i to result in a comprehensive evidence based needs assessment to be reported to the IJB by March 2019.

D02i - NHS Lothian and East Lothian Council to provide 12 months of funding to organisations that passed the Section 10 grants review to support planned service redesign. In addition, complete a review of Integrated Care Fund commissioning and make recommendations to the IJB by March 2019 for implementation in 2019/20. In addition review of all remaining commissioned third sector community provided services, in part to support the IJB priority to transform community supports for younger adults with complex needs. Together with direction D12g to result in a comprehensive evidence based needs assessment by March 2019 having involved full engagement and consultation.

4 POLICY IMPLICATIONS

4.1 There are no new policy implications arising from this paper. Existing policy with regards to the production of Directions and the obligations these place on NHS Lothian and East Lothian Council remains extant.

5 INTEGRATED IMPACT ASSESSMENT

5.1 The subject of this report does not affect the wellbeing of the community or have a significant impact on equality, the environment or the economy.

5.2 There is an expectation that individual Directions which result in service change will be appraised by the partner/s introducing the change, with action taken accordingly.

6 RESOURCE IMPLICATIONS

6.1 Financial - Directions for 2018/19

6.1.1 The IJB's policy on Directions lays out that each Direction – in line with the regulations associated with the Public Bodies (Joint Working) (Scotland) Act 2014 - will show the financial resources (the budget) to be used to achieve that Direction. A format for this resource analysis has been agreed with the partners and this was used to populate the individual Directions issued in March 2016 and also to prepare a summary position. For 2017-18 the decision was taken to present the financial elements in a summary table but with a clear connection to the individual Direction. This approach has also been taken for 2018/19.

6.1.2 All Directions issued by East Lothian IJB use two sets of financial information:

- The social care element was based on the formal offer from East Lothian Council based on the Council's Adult Services Budget as set on 22 February 2017. This offer included the IJB's share of the Social Care Fund and the IJB agreed with the Council as to use of that fund.
- The health service element was based on indicative financial planning values as presented to the Finance and Resource Committee in March 2018. NHS Lothian will set its 2018/19 budget at its meeting in April 2018. It is not expected that the final position will be materially different from the indicative values.

6.2 Personnel

6.2.1 There are no personnel implications directly associated with the recommendations contained in this paper.

AUTHOR'S NAME	Paul Currie	David King
DESIGNATION	Strategic Planning and Performance Manager	Chief Finance Officer
CONTACT INFO	paul.currie@nhslothian.scot.nhs.uk	
DATE	May 2018	

APPENDIX 1

East Lothian IJB - Directions Summary for 2018/19

Retired/Achieved/Replaced Direction	Direction Continuing from Previous Year/s	New Direction
D01a - East Lothian Community Hospital (retired - replaced by D01h).		
D01b - 'Decant programme' from Liberton Hospital (achieved)		
D01d - Deliver business cases for Prestonpans and Harbours Medical Practices (retired - replaced by D10i).		
D01g - Develop and implement a prescribing budget calculation (retired - being replaced by new NHS Lothian budget model).		
		D01h - Finalise delivery of the new East Lothian Community Hospital (new Direction - replaces D01a).
D02d - Develop and implement a new Carers Strategy for East Lothian (retired - replaced by D14a).		
	D02f - Establish a housing and health and social care planning group (continuing Direction).	
D02h - Complete a review of all current Section 10 grants (achieved).		
		D02i - NHS Lothian and East Lothian Council to provide 12 months of funding to organisations that passed the Section 10 grants review to support planned service redesign. In addition, complete a review of Integrated Care Fund commissioning and make recommendations to the IJB by March 2019 for implementation in 2019/20. In addition review of all remaining commissioned third sector community provided services, in part to support the IJB priority to transform community supports for younger adults with complex needs. Together with direction D12g to result in a comprehensive evidence based needs assessment by March 2019 having involved full engagement and consultation.
D03a - Ensure the repatriation of East Lothian residents from Liberton Hospital in Edinburgh with the associated shift in aligned financial resources to the IJB (retired).		
D03b - Repatriate East Lothian residents from Midlothian Community Hospital and transfer financial resources to the IJB (replaced by D03c).		
		D03c - Deliver to East Lothian IJB in 2019/20 the financial resources released through the repatriation of East Lothian residents from Midlothian Community Hospital (new Direction - replaces D03a and D03b).
	D04a - Support local delivery of the national review of primary care out of hours services (continuing Direction).	

D04b - NHS Lothian to proceed to develop the business case for phase 2 of the Royal Edinburgh Hospital Campus redevelopment based on the East Lothian bed numbers agreed by the IJB in April 2018. NHS Lothian to bring the business case to the IJB for agreement on bed numbers and financial model. NHS Lothian and East Lothian Council to ensure this direction is implemented along with directions D12g and D02i as part of implementing the IJB priority to transform community supports for younger adults with complex needs.
D04b - Deliver the Transitional Quality Arrangements for the GMS contract (replaced by D10d).
D05a - NHS Lothian to make payments to East Lothian Council in line with the agreed payment schedule (continuing Direction)
D05b - East Lothian Council to provide services in accordance with agreed budgets (continuing Direction).
D08 - NHS Lothian to delegate the Integration (Social Care) Fund to the IJB (retired).
D09 - NHS Lothian to provide information on all resources identified within NHS Lothian's Strategic Programmes budget (continuing Direction).
D10a - Preparations for the New GMS Arrangements (retired - replaced by D10d)
D10b - Support to Primary Care Quality Clusters (continuing Direction)
D10c - Primary Care Strategy (retired - replaced by D10d)
D10d - Production of a Primary Care Improvement Plan for East Lothian (New Direction - replaces D04b, D10a and D10c, supersedes D01e and D01f and aligned with D01g, D04a).
D10i - NHS Lothian to deliver the Harbours Medical Practice planned £2.8m extension with work commencing in early 2019 (replaces D01d). NHS Lothian to deliver Strategic Assessments and Initial Agreements for primary care premises in Haddington and North Berwick by March 2019 (note North Berwick business case may be included in business case for reprovision of Abbey Care Home and Edington Hospital).
D11a - Emergency Assessment Services and Emergency Admissions (continuing Direction).
D11b - Occupied Bed Days (continuing Direction).
D11c - Delayed Discharges (continuing Direction).
D11d - End of Life Care (continuing Direction).
D11e - Transfer of AHP resource from Secondary Care (continuing Direction).
D12a - ELC delivered care at home services (continuing Direction).

D12b - Extra care housing (continuing Direction).
D12c - Day services for older people (continuing Direction).
D12d - Reprovision of Eskgreen and Abbey care homes and Edington and Belhaven hospitals (continuing Direction).
D12f - Transfer of services within Belhaven Hospital (new Direction in January 2018).
D12g - NHS Lothian and East Lothian Council to review directly provided community Services for Adults with complex needs to develop a transformation programme to support the IJB priority to transform community supports for younger adults with complex needs. This will involve full engagement and consultation with appropriate parties Together with direction D02i to result in a comprehensive evidence based needs assessment to be reported to the IJB by March 2019. (new Direction).
D13a - Redesign of type 2 diabetes services (retired – replaced by D13b).
D13b - Redesign of diabetes services and regional approach to prevention activities (new Direction - replaces D13a).
D14a - Production of the East Lothian Carers' Strategy and Carers' Act preparation (continuing Direction).
D15a - Allocation to ELHSCP of the full 12% of Drug and Alcohol funding (retired - replaced by D15e).
D15b - Redesign of MELDAP (continuing Direction).
D15c - Provision of adult mental health services (continuing Direction).
D15d - Provision of older adult mental health services (continuing Direction).
D15e - Transfer to ELHSCP of the full revenue resource for substance misuse services, including the 12% share of Scottish Government funding (new Direction - replaces D15a).
D15f - ELHSCP to support centrally delivered drug and alcohol services at the current level for 2018-19 and to indicate within Quarter 3 if any changes are required to services for 2019-20 (new Direction).
D15g - ELHSCP to implement in 2018-19 locality based services to enhance assertive outreach in primary care to improve the service offer across East Lothian (new Direction).
D16a - Work with the Reducing Reoffending Board (continuing Direction).
D17a - Review of the 2016/19 Strategic Plan (new Direction).

APPENDIX 2

Dear,

East Lothian Integration Joint Board – Directions for 2018/19.

Please find enclosed the IJB's directions for 2018/19. I appreciate that the IJB's policy is to issue directions prior to 31st March but, as you know, the IJB decided to have a workshop to consider the 18/19 directions in more detail and have now agreed that the 2018/19 directions may be issued.

I am also enclosing a copy of the (revised) paper that was discussed as part of the formal IJB meeting to agree the directions which took place directly after the workshop. This lays out the context of the directions.

The IJB has agreed that it will direct its energies in 2018/19 and focus on seven key goals. As you can see from the covering paper, the directions can be grouped together to support these goals and the IJB will be focused on the delivery of these goals.

This does not mean that the IJB is not concerned about the delivery of the other functions delegated to it and these should be delivered in line with the underlying principles of patient/client centredness, efficiency, focus on improving inequalities and user engagement and consultation as a key part of both service delivery and service transformation.

The IJB is very clear that the performance management of the directions is key to their delivery and has asked me to ensure or prepare an operational delivery plan for each direction through the appropriate management team. The IJB will receive quarterly updates on the progress of the delivery of the directions.

As Director of Health and Social Care it is my responsibility (and that of my successor) to implement these directions or to work with senior managers in hosted and set aside NHS services to ensure delivery.

Yours sincerely,

David Small
Chief Officer
East Lothian Integration Joint Board