

Midlothian Integration Joint Board



Thursday 18th April 2024, 14:00-16:00

Midlothian Integration Joint Board Financial Recovery Action: Planning, Performance, and Programme Service

Item number: 5.4

Executive summary

On 21st March 2024 Midlothian IJB requested Midlothian HSCP review the posts within the Planning, Performance and Programme service previously agreed to be funded by Midlothian IJB. The total investment in this team was £448k annually, and this report presents the three options to either reduce expenditure or rescind investment support. This is one of five Financial Recovery Action Plans to achieve the required financial recovery position.

In light of the budget position for 2024/25, the Chief Financial Officer and the Chief Officer met with the Integration Manager on 31st January 2024 to review this position and begin considering a set of recovery options. Work was undertaken to review core funding and establish what recurring resource can be utilised to support this position.

Three options are now presented to Midlothian IJB ranging from continued investment at current staffing levels, to the removal of Midlothian IJB investment in this support service. Midlothian IJB currently funds 6.6WTE which is 60% of the service.

As part of the 2023/24 HSCP financial recovery planning, the Planning, Performance and Programme service has already offered significant savings comparative to the size of the service. In 2023/24, the Planning, Performance and Programme service has

- completed a review of contracts and Service Level Agreements (SLAs), that has resulted in an annual cost avoidance of £70k.
- returned £114k in-year to the IJB reserves through a review of previously drawn down reserves for integrated transformation opportunities.
- participated in the HSCP financial grip and control review and returned in-year non-recurring savings of £105k, approximately 14.5% of the total annual budget.
- reviewed processes and activities to identify and eliminate inefficiencies i.e., process mapping and job planning.

Members are asked to:

- Consider the benefits and risks associated with the presented options
 - Determine and agree a position in relation to 2024/25 funding for this service
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Midlothian Integration Joint Board

Midlothian Integration Joint Board Financial Recovery Action: Planning, Performance, and Programme Service

1 Purpose

- 1.1 This report presents three options to either reduce expenditure or rescind investment support to the Planning, Performance and Programme service as one of five Financial Recovery Action Plans to achieve the required financial recovery position.

2 Recommendations

- 2.1 As a result of this report, Members are asked to:
- consider the benefits and risks associated with the presented options
 - determine and agree a position in relation to 2024/25 funding for this service

3 Background and main report

- 3.1 Following the Midlothian IJB on 21st March 2024, Midlothian IJB requested Midlothian HSCP review the posts within the Planning, Performance and Programme service as part of financial recovery. The total investment in this team is currently £448k annually.
- 3.2 The Planning Performance, and Programme service was established in November 2022. This repatriated a number of posts under one support service to ensure the most effective and efficient delivery of Midlothian IJB statutory duties, strategic planning, and reporting while also supporting a range of planning, performance, and project activity within Midlothian HSCP.
- 3.3 The Integration Manager leads this service, supports a number of leadership functions within Midlothian HSCP executive team, and has oversight of the strategic planning and associated governance functions of the IJB and HSCP. This is achieved through a networked model of delivery that relies on collaborative cross-system working and input from the performance and programme teams.
- 3.4 This work includes ensuring the statutory duties of Midlothian IJB as a Public Body are met, providing support to Midlothian IJB members, the coordination and planning of Midlothian IJB business, the coordination of statutory governance alongside the Chief Finance Officer and Standards Officer, managing Midlothian IJB publications, leading and coordinating statutory and locally mandated

Midlothian IJB and HSCP planning and reporting, and delivering project-based improvement activity to support Midlothian HSCP service delivery.

- 3.5 It is not possible to complete this full range of activity without project support and input from specialist posts. Midlothian IJB recognised this in 2021 when it agreed to fund 1.0 WTE of additional analyst support, in 2022 when it agreed to fund 3.0 WTE to advance and develop the ambitions of the Strategic Commissioning Plan, and again in 2023 when it agreed to fund a 0.6 WTE Equalities and Human Rights Lead post.
- 3.6 On 24th August 2023, Midlothian IJB agreed to fund in total 6.6 WTE within the Planning Performance, and Programme service over 5 years by moving this funding from Midlothian IJBs general reserve to the earmarked reserve.
- 3.7 The Planning, Performance, and Programme service has already undertaken the following ‘Grip and Control’ actions as part of the 2023/24 HSCP financial recovery planning
- reviewed relevant contracts and Service Level Agreements (SLAs), that resulted in an annual cost avoidance of £70k.
 - returned £114k in-year to the IJB through a review of integrated transformation opportunities.
 - participated in the HSCP service-wide grip and control review and returned in-year non-recurring savings of £105k, approximately 14.5% of the total annual budget.
 - reviewed processes and activities to identify and eliminate inefficiencies i.e., process mapping and job planning.
- 3.8 In light of the budget position for 2024/25, the Chief Financial Officer and the Chief Officer met with the Integration Manager on 31st January 2024 to begin exploring the impact of reduced or rescinded financial support from Midlothian IJB.
- 3.9 The posts currently funded by Midlothian IJB are detailed in table 1.

Table 1: Midlothian IJB financial commitment to Planning, Performance, and Programme

Role	Band	WTE	Annual Cost (£k)	Cost 5 Years (£k)
Programme Manager: Frailty	1 x B8a	1.00	76	379
Programme Manager: Workforce	1x B8a	1.00	76	379
Principal Analyst	1x B7	1.00	71	357
Equality and Human Rights Lead	1x B7	0.60	43	214
Project Team Manager	1x B7	1.00	71	357
Project Manager	1x B6	1.00	61	305
Project Support Manager	1x B5	1.00	50	248
Totals	7	6.60	448	2,241

- 3.10 Three options are now presented to Midlothian IJB ranging from continued investment at current staffing levels to the removal of Midlothian IJB investment in this support service.

- 3.11 The four options available to the Midlothian IJB are
- **Option 1:** Reduce expenditure based on natural attrition
 - **Option 2:** Reduce funding to Planning, Performance, and Programme
 - **Option 3:** Rescind funding to Planning, Performance, and Programme
 - **Option 4:** Continue to fund Planning, Performance, and Programme

3.12 **Option 1: Reduce expenditure based on natural attrition**

There are currently 3 vacancies within the Planning, Performance and Programme service detailed in table 2. Recruitment to these vacant posts has been intentionally paused to maximise in-year savings and minimise the impact of future funding decisions.

Table 2: currently vacant posts within the Planning, Performance, and Programme service

Role	Band	WTE	Annual Cost (£k)	Cost 5 Years (£k)
Programme Manager: Frailty (secondment until August 2024)	1 x B8a	1.00	76	379
Programme Manager: Workforce	1x B8a	1.00	76	379
Principal Analyst	1x B7	1.00	71	357
Totals	3	3	223	1,115

However, there is a financial risk associated with this option as the postholder for the Programme Manager: Frailty is on secondment and currently due to return to post in August 2025.

Additionally, the impact of sustaining reduced capacity by not recruiting to these three posts has significantly increased the workload of the service and, in particular, the workload of the remaining service leadership. This position is not sustainable and, should option 1 be the Boards preferred choice, the HSPC will be required to agree to the reallocation of work which does not require the unique skills of the Planning, Performance and Programme service to other areas within the HSPC.

3.13 **Option 2: Reduce funding to Planning, Performance, and Programme**

This option will require Midlothian IJB to determine if it can continue to provide a reduced amount of funding to this service. It is important to note that this option does not prevent the need for Organisational Change as strategic workforce planning is required to ensure the best mix of skills and competencies will be required alongside more significant reallocation of tasks across the system.

In addition to the areas described in option 1, further mitigations would include

- considering the ongoing use of funding for other currently vacant posts within the core funding of the service (e.g., the Programme Manager: Digital),
- the initiation of Organisational Change to determine the most effective model of support service delivery across all teams within the Planning, Performance, and Programme portfolio.
- negotiation with NHS Lothian and Midlothian Council regarding mutual aid for areas of statutory work that are identified as a risk
- the cessation of all non-statutory work identified as outwith service capacity

The size of any reduction in funding would therefore determine the scope and remit of Organisational Change and influence the future choice of model to best utilise available resource.

This option would also require Midlothian HSCP to consider other areas from which to achieve the remaining financial recovery value.

3.14 Option 3: Rescind funding to Planning, Performance, and Programme

Should Midlothian IJB consider the preferred option, the cost avoidance over 5 years will be approximately £2.241m. However, this represents the loss of 6.6WTE in capacity which is a 60% loss across the team.

As such, this option would require Organisational Change with a wide scope and remit across the HSCP in order to most equitably, effectively, and sustainably achieve the financial recovery value. This would necessitate the inclusion of all support services including Business functions, Admin, and the Service Planning Officers.

3.15 Option 4: Continue to fund Planning, Performance, and Programme

Midlothian IJB could chose to continue to fund the Planning, Performance, and Programme service at the current level. This would require Midlothian HSCP to consider other areas from which to achieve the financial recovery value. In this scenario, the service would continue to review skill mix and allocation of workload as part of ongoing strategic workforce planning to ensure the ongoing Best Value from available resource.

3.16 Recommended Option

The recommendation is to proceed with Option 2 as the preferred option and for Midlothian IJB to agree an ongoing commitment to the Planning, Performance, and Programme service.

4 Policy Implications

- 4.1 This report has implications for a range of statutory duties currently undertaken by the Planning, Performance, and Programme service including
- IJB Strategic Commissioning Plan
 - Consultation Statement (published alongside the Strategic Plan)
 - Housing Statement (published alongside the Strategic Plan)
 - IJB Joint Strategic Needs Assessment (JSNA)
 - IJB Directions and Annual Reporting
 - IJB Annual Performance Report
 - IJB Equality Outcomes and Mainstreaming Equality Report
 - IJB Community Engagement Plan
 - IJB Market Facilitation Plan and the requirement for an associated HSPC Commissioning Strategy
 - IJB and HSCP Equality Impact Assessments
 - IJB Scheme of Publication and Information Guide (including all IJB and HSPC published material under the Scheme of Publication, paper and digital, including the website)
 - IJB and HSCP Public Engagement Statement

- IJB and HSPC Integrated Workforce Plan
- IJB and HSCP contribution to the Midlothian Community Planning Partnership
- IJB connection with the Third Sector (Third Sector Summit)
- Progressing the ambitions of the Strategic Commissioning Plan through project-based activity i.e., the upcoming Newbyres Report
- IJB and HSCP Freedom of Information (FOI) requests
- IJB and HSCP Subject Access Requests (SARs)
- HSCP Service Planning Support
- HSCP Service Reporting Support

5 Directions

- 5.1 All three funding options relating to the Planning, Performance, and Programme service will directly impact upon the ability to deliver the following Directions in a way that is proportionate to the funding decision;
- **Direction 2.1**
All services delegated to Midlothian IJB must evidence the connection with communities, partners, and use of technology to improve self-management and self-monitoring, by January 2024
 - **Direction 3.1**
All services delegated to Midlothian IJB will contribute to the IJBs ability to describe activity, experience, and outcomes. Services must use and develop outcome mapping, by January 2024
 - **Direction 5.1**
NHS Lothian and Midlothian Council must ensure that data can be disaggregated by HSCP area in order to support the equitable provision of service offers and support across our communities, minimise disadvantage where possible, meet different needs, and encourage participation. This should include ensuring
 - systems and data have the capabilities to collect and filter data appropriately by HSCP area and by protected characteristics
 - health and social care workforce are suitably trained and skilled to gather and input this data, and
 - data quality assurance, by January 2025
 - **Direction 5.2**
NHS Lothian and Midlothian Council must explore opportunities for integrated system-wide digital solutions and create an action plan of jointly agreed priorities by January 2024
 - **Direction 8.2**
NHS Lothian and Midlothian Council should work in collaboration with Midlothian HSCP to support the delivery of the Midlothian HSCP Integrated Workforce Plan 2022-25.
 - **Direction 9.1**
9.1 Maximise opportunities to work collaboratively across Lothian to design an approach and methodology to better understand and evidence the use of the set aside budget and associated services by HSPC area. This should

include mechanism to better understand the impact of community prevention and early intervention activity across the whole system.

6 Equalities Implications

- 6.1 This report does not directly impact on groups of people with protected characteristics.
- 6.2 However, when strategy plans, information, and services are not designed to be accessible, people get left behind without alternatives. Midlothian IJB will need to consider how it continues to meet statutory requirements without the planned contribution, specialist knowledge and project support capacity of the Planning, Performance and Programme service, and act lawfully in relation to:
- [Public Sector Equality Duties](#)
 - [Equality Act, 2010](#)

- 6.3 In this regard, Midlothian IJB must consider its ability to meet statutory duties relating to major service change

- **Legally**

If an Integrated Authority cannot adequately show how the voices and needs of the most impacted, vulnerable, or legally protected people in communities have been sought and considered, particularly at the planning phase of the decision, it risks both penalty and legal challenge.

Equality Impact Assessments (EIAs) must demonstrate a thorough exploration of potential impacts on communities and use this information to inform decision making. An example of when inadequate consideration to equality resulted in legal challenge being raised is the [Scottish Borders Council in relation to the closure of Teviot Day Service, Hawick](#).

- **Moral/Ethical**

All major changes to policy, provision, or planning must involve a thorough exploration of the potential impacts of its proposed action through an Equality Impact Assessment (EIA). Failing to recognise, understand, identify and mitigate any barriers to equality that result from major service change may be considered unlawful discrimination, particularly in relation to people that have a Protected Characteristic or are vulnerable.

If the voices of the people and communities are missing from the relevant stages in the process, Midlothian IJB could be considered to be exacerbating disadvantage and reinforcing systemic discrimination that has a negative impact on health inequalities and outcomes.

- 6.4 The Planning, Performance and Programme service is currently supporting a number of pieces of work involved in [Meeting the Accessible Information Standard](#) to ensure the information provide about services is straightforward and easy to access. Meeting the Accessible Information Standards is seen as best practice to help implement the duties in the Equality Act including the duty to ensure that people with disabilities are not unfairly discriminated against. This work includes

leading actions to implement improvement recommendations in the recent Care Inspectorate Joint Inspection of Adult Services.

- 6.5 Failure to make a reasonable adjustment is classed as discrimination and Midlothian IJB must identify, remove, reduce, or prevent barriers for people with disabilities where it is reasonable to do so. Providing information in an accessible format will always be deemed reasonable if not doing so would put someone at a substantial disadvantage. ([NHS Lothian Impact Assessment Guidance](#)).

- **Implementation of the Scheme of Publication**

Internal Audit have recently completed a review of the Midlothian IJB Scheme of Publication and will shortly be making their report and recommendations available. Provisional feedback indicates this will include a request to ensure the development of a 'style guide' for all information publicly available from Midlothian IJB and HPSC. This is to ensure format, content, and style of information is written in a way that can be accessed by everyone.

- **Improvement actions from the Care inspectorate in relation to the provision of service information**

Recommended actions require the specialist skills and project capacity of the Planning, Performance, and Programme service to deliver the necessary improvements.

- **A planned review of the website**

The Web Content Accessibility Guidelines (WCAG) are being updated in October 2024 and will be the new minimum accessibility standard for all UK public sector websites and mobile apps. From October 2024, services will be monitored for WCAG 2.2 AA compliance.

7 Resource Implications

- 7.1 This report presents a number of options that seek to achieve Best Value in the context of the financial position for 2024/25.

8 Risk

- 8.1 Should the Board choose to either reduce or rescind funding to this service, the financial saving cannot be realised immediately. The process to realise the financial savings will require Organisational Change and could involve a range of teams that provide support services. Although Organisational Change is a meaningful process that realises effective change, it is not a quick process and can take several months to conclude.
- 8.2 Reducing the support available to the IJB provided by the Planning, Performance, and Programme service will result in a risk that the IJB will not meet all of its legislative duties in relation to the delivery of statutory planning and reporting. Non-compliance with some statutory planning and reporting activity would risk an improvement notice, litigation, or penalty e.g., from the Equality and Human Rights Commission (EHRC), or the Information Commissioner's Office (ICO).

- 8.3 Any reduction in capacity within the Planning, Performance and Programme service will result in
- agreeing the prioritisation of all work that is not a statutory requirement
 - requesting partner organisations support any key gaps in specialist input as required.

9 Involving people

- 9.1 This report has been written in collaboration with the Chief Officer, Chief Finance Officer, the Integration Manager, and Finance partners.

10 Background Papers

- 10.1 None

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Appendices: None