

Integrated Impact Assessment

Summary Report Template

Each of the numbered sections below must be completed

Interim report		Final report	✓
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(Tick as appropriate)

1. Title of plan, policy or strategy being assessed

Edinburgh Integration Joint Boards (EIJB's) Savings Programme 2022/23 – Cumulative Integrated Impact Assessment

2. What will change as a result of this proposal?

To support the delivery of a balanced budget for the 2022/23 financial year the EHSCP has developed a Savings Programme with a range of savings proposals.

The proposals have been developed, to where possible help:

- Achieve a balanced budget
- Improve efficiencies in service delivery
- Allow for continuous improvement of services
- Move forward and support the principles of the Strategic Plan
- More effectively target resources

Every effort has been made to ensure the alignment of proposals to the EIJBs Strategic Plan, in order to minimise negative impacts and to help support the sustainable delivery of services, now and in the future. However, it is recognised that the need to deliver a savings programme in 2022/23, may lead to an impact on services, people and staff. Throughout 2021/22 there has been ongoing dialogue about how to balance the current care, workforce and financial deficits whilst ensuring the sustainability of the Edinburgh Health and Social Care system. The need to evolve and transition into a wider strategic programme encompassing the principles of innovation and sustainability, has been identified. As such, the 2022/23 Saving Programmed has been developed to support and ensure alignment with these principles.

This Cumulative IIA provides an opportunity to review collectively, the equality impact of the proposals on the population of Edinburgh . It provides a level of assurance that a robust consideration of potential impacts has taken place. As well as providing an overarching strategic perspective of how projects link together, this process is helping to ensure that work is not progressing in silos. The IIA also highlights any interdependencies between projects and work streams, within the savings programme and the EHSCPs wider transformation schemes of work.

Summaries of the proposals will be available on the City of Edinburgh Council website from the 14th March 2022 when papers will be published in advance of the EIJB meeting on the 22nd March 2022:

<https://democracy.edinburgh.gov.uk/ieListDocuments.aspx?CId=160&MId=5569&Ver=4>

3. Briefly describe public involvement in this proposal to date and planned

While there has been no overarching public engagement around the EIJBs savings proposals for 2022-23, public engagement has been undertaken for agreed projects within the 2022-23 Saving Recovery Programme that are currently undergoing option approval. Several budget workshops involving EIJB members, including elected members and non-executive NHS Board members have taken place.

Project specific engagement which has taken place to date is noted in each IIA report.

The proposals align as far as possible with the intentions of the strategic direction laid out within the EIJB Strategic Plan. Extensive engagement was integral to the Plan's development including significant public and stakeholder engagement, consultation and feedback.

4. Date of IIA: 28th Feb 2022

5. Who was present at the IIA? Identify facilitator, Lead Officer, report writer and any partnership representative present and main stakeholder (e.g. NHS, Council)

Name	IIA role	Job Title	Date of IIA training
Moira Pringle	Lead Officer	Chief Finance Officer	
Sarah Bryson	Facilitator	Planning & commissioning Officer	Nov 2017
Kellie Smith	Report writer	Finance Programme Manager	May 2021
Cat Young	Contributor	Assistant Strategic Programme Manager for Mental Health and Wellbeing with Thrive Edinburgh	Aug 2018
Jenny McCann	Contributor	Finance Programme Manager	March 2020
Sheena Muir	Contributor	Hospital and Hosted Services Manager	

Deborah Mackle	Contributor	Locality Manager – South West	
Nikki Conway	Contributor	Locality Manager – South East	
Anna Duff	Contributor	Locality Manager – North West	
Sylvia Latona	Contributor	Senior Manager Assistive Technology Enabled Care	

6. Evidence available at the time of the IIA

The purpose of the cumulative IIA is to consider potential cumulative impacts arising from the various budget proposals. The individual IIAs have considered and noted the appropriate evidence in relation to the corresponding budget proposal. The table below only notes the overarching evidence.

Evidence	Available?	Comments: what does the evidence tell you?
Data on populations in need: <i>Joint Strategic needs Assessment City of Edinburgh HSCP (2020)</i>	Yes	Provides current and projected data on the wider population in the City of Edinburgh (<i>Population and demographics - Edinburgh Health & Social Care Partnership</i> edinburghhsc.scot)
<i>Edinburgh HSCP Joint Strategic Needs Assessment: Health and Care Needs of People from Minority Ethnic Communities (April 2018)</i>	Yes	Provides an understanding of what contributes to poor health and wellbeing and the barriers and challenges to seeking and obtaining support (many being interrelated). Actions highlighted as needed to address these include: <ul style="list-style-type: none"> • Staff training including cultural sensitivity • Recognition of the role of the Third Sector • Effective community engagement • Developing effective approaches to prevention including overcoming isolation. https://www.edinburghhsc.scot/wp-content/uploads/2020/03/JSNA-Health-Needs-of-Minority-Ethnic-Communities-Edinburgh-April-2018.pdf
<i>Edinburgh Integration Joint Board Strategic Plan (2019-2022)</i>	Yes	Details the Strategic direction of the EHSCP https://www.edinburghhsc.scot/wp-content/uploads/2020/01/Strategic-Plan-2019-2022-1.pdf
Data on service uptake/access	No	See individual IIAs
Data on equality outcomes: <i>Individual Savings Proposals IIAs</i>	Yes	Completed/Interim IIAs and IIA statements for the 2022/23 savings programme proposals (will be available here: https://www.edinburghhsc.scot/the-ijb/integrated-impact-assessments/) and provide details of

Evidence	Available?	Comments: what does the evidence tell you?
		<p>identified impacts that may come from the implementation of the proposed changes:</p> <ol style="list-style-type: none"> 1. Review Rehabilitation Services (IIA) 2. Review Sexual Health Services (IIA) 3. LD Overnight Services (IIA) 4. Mental Health Whole System Review: Review the Works (IIA Statement) 5. Hosted Services & Set Aside (IIA Statement) 6. Community Equipment (IIA) 7. Prescribing (IIA Statement) 8. Purchasing (IIA) 9. Medical Day Hospital (IIA statement) 10. Bed Based Review (IIA))
Research/literature evidence	No	See individual IIAs
Public/patient/client experience information	No	See individual IIAs
<p>Evidence of inclusive engagement of service users and involvement findings</p> <p><i>Edinburgh Integration Joint Board Strategic Plan (2019-2022)</i></p>	Yes	<p>See individual IIAs</p> <p>Details consultation completed with stakeholders about the EIJB Strategic Plan: https://www.edinburghhsc.scot/wp-content/uploads/2020/01/Strategic-Plan-2019-2022-1.pdf</p>
<p>Evidence of unmet need</p> <p><i>Edinburgh Integration Joint Board Strategic Plan (2019-2022)</i></p>	Yes	<p>See individual IIAs</p> <p>Details the health needs and priorities for the people of Edinburgh https://www.edinburghhsc.scot/wp-content/uploads/2020/01/Strategic-Plan-2019-2022-1.pdf</p>
Good practice guidelines	No	See individual IIAs
Environmental data	No	See individual IIAs
<p>Risk from cumulative impacts</p> <p><i>Savings</i></p>	Yes	Impacts identified within each budget proposal

Evidence	Available?	Comments: what does the evidence tell you?
<p data-bbox="153 219 363 360"><i>Programme Cumulative IIA Evidence Document</i></p> <p data-bbox="153 405 427 546"><i>Impacts due to the restrictions imposed due to the Coronavirus</i></p>		<p data-bbox="647 219 1262 286">IIA have been considered to undertake this cumulative impact assessment.</p> <p data-bbox="647 405 1286 472">Due to the restrictions imposed to control the coronavirus pandemic:</p> <ul data-bbox="703 483 1350 2069" style="list-style-type: none"> <li data-bbox="703 483 1350 584">• the number of unpaid carers, and associated stressors of unpaid carers has risen in the city, and nationally. <li data-bbox="703 595 1350 730">• there is a likelihood that some people may now present with a higher level of need as some services have been restricted for an ongoing period <li data-bbox="703 741 1350 842">• staff absentee rates have significantly increased impacting service delivery and quality across all sectors <li data-bbox="703 853 1350 920">• services have been working to critical criteria for several years <li data-bbox="703 931 1350 1066">• those with long term mental health and physical health conditions experienced elevated levels of anxiety compared to the wider population <li data-bbox="703 1077 1350 1178">• There have been positive experiences of digital services and wider online supports and it is important we harness these. <li data-bbox="703 1189 1350 1323">• There is need to ensure that all people in Scotland can be digitally connected through the removal of practical and financial barriers. <li data-bbox="703 1335 1350 1402">• The role of community pharmacies has amplified during the pandemic <li data-bbox="703 1413 1350 1592">• Outdoor activities and the value of green space has had a huge impact on public mental health and wellbeing - working more locally could allow us to use our spaces differently in the city <li data-bbox="703 1603 1350 1816">• Financial concerns were high early in the pandemic but did subsid (potentially due to furlough schemes). However, there is a potential for this anxiety to re-emerge if unemployment rises and businesses struggle. <li data-bbox="703 1827 1350 2069">• There has been positive uptake and engagement with online networks and support as a result of Covid-19. There is a need throughout our public policy to maximise and invest in community-based supports to enable social networks to flourish (clubs, societies, neighbourhood

Evidence	Available?	Comments: what does the evidence tell you?
		schemes and peer supports). By enhancing individual wellbeing and community cohesion this will bring benefits to both mental and physical health
Other (please specify)		<p>The Independent Review of Adult Social Care https://www.gov.scot/groups/independent-review-of-adult-social-care/</p> <p>A National Care Service for Scotland: Consultation A National Care Service for Scotland: consultation - gov.scot (www.gov.scot)</p>
Additional evidence required		

<p>area to support their health and wellbeing.</p> <p>There is an opportunity to incorporate technological solutions to aid and provide flexible access to service delivery.</p> <p>Changes will provide a level of support which we can afford, that achieves current and future sustainability.</p> <p>There will be a reduction in cost for people through not having to pay travel costs to receive help and support</p> <p>Negative</p> <p>Savings will be made through efficiencies and improved effectiveness, which may result in some people not receiving the same support to that which they currently receive or would expect to. Some services may also be delivered through a different approach.</p> <p>Any change may cause anxiety, disruption and stress, particularly to those most vulnerable (including their unpaid carers), and a perceived sense of loss. This must be recognised and alleviated through considered planning and good communication.</p> <p>The ask of families, friends and unpaid carers (particularly women as a higher proportion of carers are women) has increased in the last 12 months due to another year of government restrictions associated with Covid 19 - links with the Carers Strategy will be established. People's support networks vary considerably and cognisance of this will be taken using a person-centred approach</p> <p>Anxiety and stress due to perceived or actual financial and/or safety concerns with obtaining and receiving care. Reduced capacity to travel to receive care without additional financial or personal support</p> <p>Those with poor health literacy skills, language difficulties and those with limited or no digital skills or with less online access will be considered whilst developing any technology enabled services or any move to a more self-managed care approach</p>	<p>All people who receive services – more of which are older people, people with disabilities and carers</p> <p>Unpaid carers and women</p> <p>People with long terms conditions, people experiencing mental health problems, and low income single-parent families</p> <p>Those with poor literacy skills; those for whom English is not as a first language, and those with less access to digital technology</p>
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<p>time burden on staff.</p> <p>Staff shortages, recruitment and retention issues has continued to impact the physical and mental health and wellbeing of the current workforce. With less personnel in posts, overall workloads have increased. This has resulted in increased anxiety and stress in staff associated with a lack of capacity to provide safe and optimal care services on an ongoing and sustained basis.</p>	
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<p>Environment and Sustainability</p> <p>The Strategic Plan 2019-22 commits EHSCP to working with its partners to support the development of the city's new sustainability strategy for 2030 – pg 21 – https://www.edinburghhsc.scot/wp-content/uploads/2020/01/Strategic-Plan-2019-2022-1.pdf</p> <p>Positive</p> <p>The creation of more locality/community-based models aligns with the 20-minute neighbourhood concept. There will be potentially less travel to a central location by people who can instead access services in the localities (leading to reduced emissions).</p> <p>Staff are encouraged to travel sustainably, and where appropriate engage with people through Near Me, etc and other technological and digital options</p> <p>Reduction in travel using technology and digital staff scheduling solutions.</p> <p>Ensures any changes proposed will support the NHS Lothian Sustainable Development Framework, CEC Sustainability Strategies and the Edinburgh 2030 net-zero carbon target.</p> <p>Any changes in practice provides an opportunity to implement change to culture and working practices and support the Edinburgh 2030 net-zero carbon target.</p> <p>Negative</p> <p>There could be an increase in staff travelling (leading to increased emissions) as they deliver more community-based support to people in their own homes instead of centrally. Staff should be encouraged to travel sustainably</p>	<p>Affected populations</p> <p>All populations</p>
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<p>Economic</p> <p>Positive Changes will help ensure the long-term sustainability of services.</p> <p>Negative Any reduction in external commissioning may lead to a reduction in third sector and independent staffing. This impact should be limited as there is a recognised shortage of care staff across most organisations.</p>	<p>Affected populations</p> <p>All those that access services</p> <p>All those that access services and staff in third/ independent sector</p>
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8. Is any part of this policy/ service to be carried out wholly or partly by contractors and how will equality, human rights including children’s rights , environmental and sustainability issues be addressed?

Yes, a number of the proposals cover services that will be delivered by contractors.

Procurement processes and contract documents will consider how potential contractors will address equality, human rights, environmental and sustainability issues including how contractors will support the implementation of relevant sustainability strategies referred to in this document.

9. Consider how you will communicate information about this policy/ service change to children and young people and those affected by sensory impairment, speech impairment, low level literacy or numeracy, learning difficulties or English as a second language? Please provide a summary of the communications plan.

See individual IIAs for communication proposals.

All communications plans/ strategies will include specific information for patients, unpaid carers, staff and wider stakeholders compliant with;

- UK Government guidance on Accessible Communication formats (2021); and
- The Public Sector Bodies (Websites and Mobile Applications) (No. 2) Accessibility Regulations 2018.

Consideration will also be given to health literacy and the use of different mediums and channels for sharing information.

Feedback from ongoing communication with stakeholders will inform the wider Savings Programme as well as the transformation programme (in particular the Edinburgh Pact).

10. Does the policy concern agriculture, forestry, fisheries, energy, industry, transport, waste management, water management, telecommunications, tourism, town and country planning or land use? If yes, an SEA should be completed, and the impacts identified in the IIA should be included in this.

No

11. Additional Information and Evidence Required

If further evidence is required, please note how it will be gathered. If appropriate, mark this report as interim and submit updated final report once further evidence has been gathered.

Several budget proposals are currently undergoing activities to identify options for appraisal. Reviews of the services have taken longer than previously planned due to; the complexity of the service being reviewed, the number of stakeholders involved and/or the diversion of planned resources to address current system pressures. As such, activities to review, update and finalise the IIA's for the individual projects has been aligned with the projected activities to approve options for implementation in the 2022/23 programme. The Savings Programme 2022-23 Cumulative IIA will be reviewed and updated to reflect any identified impacts as each of the individual IIA's are finalised

12. Specific to this IIA only, what actions have been, or will be, undertaken and by when? Please complete:

Specific actions (as a result of the IIA which may include financial implications, mitigating actions and risks of cumulative impacts)	Who will take them forward (name and contact details)	Deadline for progressing	Review date
Relevant leads for savings proposals should progress any specific actions identified in individual IIAs	Savings proposal leads	Ongoing	Ongoing
Overarching report re delivery of the savings programme to be provided to Savings and Governance Board (SGB) monthly	Finance Programme Manager	Monthly	July 2022
Ongoing reporting to EIJB bi-monthly	Chief Finance Officer (EIJB) (with support from Finance Programme Manager)	Bi-monthly	June 2022

Specific actions (as a result of the IIA which may include financial implications, mitigating actions and risks of cumulative impacts)	Who will take them forward (name and contact details)	Deadline for progressing	Review date
Training and support for staff is provided.	Savings proposal leads – where pertinent to their proposal	Ongoing	Ongoing
Procedures and policies should be clearly set out and available	Savings proposal leads – where pertinent to their proposal	Ongoing	Ongoing
The rationale for the changes should be clearly communicated to staff including the over-riding financial position	Savings proposal leads	Ongoing	Ongoing
Proposals to be implemented in line with appropriate strategies and relevant workstreams	Savings proposal leads	Ongoing	Ongoing

14. How will you monitor how this policy, plan or strategy affects different groups, including people with protected characteristics?

An overarching view on delivery of the savings programme, including monitoring of activity and spend, will be provided at the monthly Savings Governance Board, chaired by EHSCP's Chief Officer. Bi-monthly reports will also be provided to the EIJB and quarterly reports provided to the Performance and Delivery Committee.

Existing NHS Lothian & CEC finance reporting processes will also be utilised as appropriate.

Where appropriate there will be ongoing consultation with staff, patients, and carers about any changes

15. Sign off by Head of Service/ Project Lead



Name: Moira Pringle

Date: 13/04/2022

16. Publication

Send completed IIA for publication on the relevant website for your organisation. [See Section 5](#) for `contacts`_[KS2].