



## ITEM 3. MINUTE

<b>MEETING:</b>	<b>INTEGRATION JOINT BOARD</b>
<b>DATE:</b>	<b>TUESDAY, 12<sup>th</sup> JUNE 2019</b>
<b>TIME:</b>	<b>1.30PM</b>
<b>VENUE:</b>	<b>COUNCIL CHAMBERS, CIVIC CENTRE, MOTHERWELL</b>

<b>PRESENT :</b>	<p><b>NHS Lanarkshire:</b> Dr. A. Osborne (Chair), Mr B Moore, Mrs M. Morris, Mr P Campbell</p> <p><b>North Lanarkshire Council:</b> Councillors Kelly (Vice Chair) , Logue, Gallacher and Linden</p> <p><b>Stakeholder Representatives:</b> Mr H Robertson, North Lanarkshire Carers Together, Mr J Watson, Trade Union Representative, Unison NLC, Mrs C McGinty, Staff Side representative NHSL, Ms M Halliday, VANL – Third Sector representative, Dr T Smyth, GP Representative, Y Allen, Partnership For Change representative</p> <p><b>Board Members:</b> Mr R McGuffie, Interim Chief Accountable Officer, Miss M Moy, Finance Officer (S.95), Mrs A Armstrong, Nurse Director, Mrs A Gordon, Chief Social Work Officer</p> <p><b>IN ATTENDANCE</b> Mrs M Dendy, Interim Head of Performance, Planning and Quality Assurance, Ms M French, Interim Head of Adult Services (Social Work), Dr A Cook, Medical Director, Ms M Thomson, Interim Head of Health, Mrs C Jack, IJB Board Secretary, Mr Des Murray, Chief Executive NLC, Mr P McCrossan, Director of Allied Health Professionals</p>
------------------	---

<b>Apologies:</b>	Dr R McKenzie, Consultant/Medical Representative, Mr C Campbell, Chief Executive NHSL, Mrs L Seaton, Partnership for Change (service user representative)
-------------------	---

### **1. DECLARATIONS OF INTEREST IN TERMS OF THE ETHICAL STANDARDS IN PUBLIC LIFE ETC. (SCOTLAND) ACT 2000**

No declarations of interest were noted.

### **2. OPENING ADDRESS**

Dr Osborne opened her first meeting as Chair by acknowledging the significant contribution of the outgoing chair, Cllr Paul Kelly. In particular, Dr Osborne highlighted Cllr Kelly's collaborative style and approach over his two years as chair which had fostered good working relationships which allowed integrated working to progress and flourish.

Dr Osborne went on to highlight some of the key successes which had been achieved by the partnership during Cllr Kelly's chairmanship which included;

- Reduction in unscheduled bed days & emergency admissions
- Reduction in number of delayed discharges
- Development of Care Academy
- Development of Making Life Easier web site
- Integrated Rehabilitation teams
- Launch of online Dementia post diagnosis resource
- New model of Home Support
- Investment in third sector community capacity building and carers support
- Review of all integrated services

Members of the IJB joined Dr Osborne in thanking Cllr Kelly for a successful chairmanship of the Integration Joint Board to date and for his continued contribution as deputy Chair of the IJB and Chair of the Performance, Finance & Audit Committee.

### **3. MINUTES OF PREVIOUS MEETING**

The minute of the IJB meeting held on 26<sup>th</sup> March 2019 was accepted as an accurate record.

### **4. MINUTES OF THE PERFORMANCE, FINANCE & AUDIT COMMITTEE (PF&A)**

The minute of the Performance, Finance & Audit Committee held on the 19<sup>th</sup> February 2019 was accepted as a true record. It was noted that the planned meeting of the PF&A committee on 10<sup>th</sup> April 2019 had been cancelled.

### **5. ACTION LOG**

The action log was noted as having all the agreed actions progressed within the agreed timescale except those items awaiting receipt of external guidance.

### **6. IJB MEMBERSHIP**

Mrs Jack, IJB Board Secretary made reference to her report which highlighted that changes to the IJB membership in line with the guidance contained within the statutory Instruments and Scheme of Integration which set out rules around reappointment following a three year term of office. A

number of appointments/reappointments had been notified to the Chairs and these were set out in section 5 of the report.

It was also noted that chairmanship of the IJB alternates between North Lanarkshire Council and NHS Lanarkshire and that NHS Lanarkshire had nominated Dr Osborne as Chair of the IJB for the next three year period. Discussion followed on whether or not there was any opportunity to increase the number of voting members on the IJB which would allow for greater cross party representation from NLC elected members. Committee members were advised that whilst there was no limit on the number of voting members, membership was restricted in terms of the ability of NHSL Lanarkshire to match the number of NLC elected members. It was agreed that whilst a change of membership representation was not the position of the IJB, and that it was not matter for the IJB to determine, it was agreed that the Chair would write to the Chair of NHSL to ensure that the views of two NLC members was drawn to attention.

Decided: The IJB noted (1) the handover of chairmanship of the IJB from NLC to NHSL (2) endorsed the proposed nominations to the IJB as set out in section 5 of the report and (3) agreed that the IJB Chair would write to the Chair of NHSL to explore the possibility of extending the number of voting members.

## **7. INTEGRATION SCHEME**

Mr McGuffie made reference to his report that highlighted changes to the Integration Scheme following the decision to remove ongoing responsibility for Children, Families and Justice social work from the partnership to North Lanarkshire Council. Scottish Government had approved these changes to the Integration scheme. Mr McGuffie highlighted that further more minor changes would be required during 2019/20 and therefore the Integration Scheme and would be revised and resubmitted for approval at a later date.

Decided; (1) Noted that the Integration Scheme for North Lanarkshire has been revised; (2) Noted that the Integration Scheme will be updated during 2019/20 to reflect minor changes that have occurred since previous submission in 2018; (3) noted that the Terms of Reference for the IJB and the Performance, Finance & Audit committee would be updated in due course to reflect the changes outlined in the Integration Scheme around the removal of Children, Families and Justice social work to the scope and range of the IJB.

## **8. REVIEW OF INTEGRATION**

Mr McGuffie made reference to the report which summarised the aims and objectives of the review of integration that had been undertaken and recently completed. The final report had been circulated for information. Mr McGuffie highlighted the methodology and scope of review which had included a number of thematic workstreams as follows;

- Finance
- ICT/Digitisation
- Strategic Planning
- Governance
- HR and workforce
- Performance

On 25<sup>th</sup> March 2019, the Scottish Government issued a self-evaluation document from the Ministerial Strategic Group for Health and Community Care, covering the key recommendations and proposals from the national review and second Audit Scotland report.

An online questionnaire was created and shared with the Health and Social Care Partnership's Core Senior Leadership Team to support the development of an early draft, which was then shared with the wider management team in the partnership. Further sessions took place with the Corporate Management Teams of North Lanarkshire Council and NHS Lanarkshire, plus the Integration Joint Board, to develop a collective position statement, which was submitted to the Scottish Government on 15<sup>th</sup> May 2019. The key outputs and actions identified within the self-evaluation report are summarised throughout the review document. Mr McGuffie then went on to present the outputs of the work undertaken by the Operational Workstream/Structure Exercise.

Discussion followed on next steps and Mr McGuffie advised that a series of staff roadshows had been planned to share outputs with staff and seek their views and support on taking forward the recommendations.

An issue was raised around staff concerns around uncertainty of plans associated with proposed property moves. Mr McGuffie acknowledged concerns and advised that Ms French was actively engaged with NLC colleague's in taking this forward.

Decided: (1) the self-assessment submission to the Scottish Government (appendix 3 of the Integration Review paper) was approved. (2) the Integration Scheme be reviewed in line with the outputs of this report and that any necessary changes be brought back to a future meeting for noting; (3) a detailed action plan was to be completed and submitted to the next cycle of the IJB Sub-Committee for approval

#### **9. OUT OF HOURS – URGENT CARE NHSL**

Mrs Marian Hayward attended the IJB to highlight that the NHS Urgent Care Out of Hours service has recently been experiencing workforce sustainability issues. Ms Hayward made reference to the report that highlighted how these workforce issues have led to staff and patient safety concerns which have necessitated concentrating services on one site ( Douglas Street) twice this year and twelve times last year. It was noted that when there is no clinical presence in Airdrie, patients are offered the option of a house call or transport by taxi to Hamilton. Ms Hayward went on to outline the mitigating actions that had been put in place to address the workforce issues.

The chair thanked Ms Hayward for her report and for attending the IJB to make them aware of the Issues. It was agreed that the IJB were keen to see Airdrie remain fully open as an Out of Hours Centre for North Lanarkshire and appreciated the efforts being made to maintain this position.

Decided: the IJB noted the report and asked to be kept informed of future developments.

#### **10. FINANCIAL MONITORING REPORT 2018/19**

M Moy made reference to the Financial Monitoring Report 2018/19 provided, which summarised the financial position of Health & Social Care North Lanarkshire for the period from 1 April 2018 to 31 March 2019 (Health Care Services) and 31 March 2019 (Social Work and Housing Services).

The financial position as at March 2019 was a net underspend of £2.966m and is summarised as follows:

- an underspend of £5.035m on health care services
- an overspend of £2.069m on social care and housing services

Details of the variances were provided in the appendix to the report.

**Decided:** (1) The committee noted the contents of the report; (2) Noted that the provisional year-end outturn is a net underspend of £2.966m, of which £0.398m will be retained by the partner in line with the agreed accounting policy for the Housing Revenue Account; (3) Noted that, in order to achieve financial balance across the health and social care partnership, as part of the year-end process, a draw down from the contingency reserve will be required to meet the increase in social care costs associated with demographic changes and an increasing population of older people; (4) Noted the movement on the IJB reserves Of £2.217m (5) Approved the hosted services agreement detailed at paragraph 10.1 and (6) noted that an ongoing review was being undertaken of the financial planning assumptions set out in the IJB Financial Plan for 2019/2020.

#### **11. IJB RESERVES POLICY**

Miss Moy made reference to the revised Reserves Policy which was attached to the Reserves report as an appendix for consideration and approval. The Reserves Policy is consistent with the IJB Integration Scheme and the IJB Financial Regulations and supports the governance arrangements for creating and holding a General Fund by the IJB. Miss Moy outlined that the key revision to the original Reserves Policy approved on 24 January 2017 is in respect of section 3 which provides more detail on the practical operation of the IJB reserves, the classification of reserves within the IJB context and the assessment of the sufficiency of the contingency reserve.

**Decided:** (1) the IJB approved the revised Reserves Policy for the North Lanarkshire IJB.

#### **12. IJB RESERVES STRATEGY**

Marie Moy made reference to the report that provided an overview of the projected reserves position for 2019/2020 taking into consideration the financial planning assumptions for 2019/2020 which were summarised in the appendix attached to the report.

Concerns were expressed about the overall reserves position in terms of sustainable longer term financial planning and an apparent over dependency on reserves to support recurring budgets. Mr McGuffie advised that he would be reviewing ongoing areas of work funded from reserves in more detail over the next few weeks, linking with Operational and Professional leads. The outputs of this work were to be reported at the next meeting of the P,F&A Committee in August 2019.

**Decided:** (1) The Committee noted the classification of the current reserves in line with the revised Reserves Policy.(2) That the net movement in reserves in 2018/2019 of a reduction of £2.217m was noted; (3) That the draw down from the contingency reserve of £2.465m to meet the cost of the increase in the demand for social care services, as highlighted at paragraph 8.4, was approved; (4) That the transfer of funding of £1.077m from ring-fenced and ear-marked reserves to contingency reserves, as highlighted at paragraph 9.4, was approved; (5)That the requests to create ring-fenced reserves totalling £2.376m, as highlighted at paragraph 9.7 and appendix 3, were approved; (6) That the requests to create ear-marked reserves totalling £2.034m, as highlighted at paragraph 9.8 and appendix 4, were considered with £1.437m being approved and £0.597m being approved in principle pending further review;(7) That the requests to create risk-based reserves totalling £2.392m, as highlighted at paragraph 9.10 and appendix 5, were approved;(8) That the implications of approving the proposed reserves strategy which are highlighted at section 10 were noted; (9) that the relevant budget holders will be asked to confirm to the next meeting of the Performance, Finance and Audit Committee on 27 August 2019

the spending plans in respect of these ring-fenced and earmarked reserves to allow further scrutiny by the IJB mid-year; and (10) That the ongoing consultation with both partners to agree how in-year budget pressures will be managed was noted.

### **13. UN AUDITED ANNUAL ACCOUNTS 2018/19**

M Moy made reference to the report which provided an overview of the unaudited IJB Annual Accounts for the financial year 2018/2019 in line with the legislative requirements. The unaudited 2018/2019 Annual Accounts for the IJB were attached as an appendix. Miss Moy advised that the Annual Accounts had been prepared in line with proper accounting practice, but remain subject to audit by Audit Scotland, who will complete their audit by 30 September 2019, having reported their findings to the IJB in advance of that date. A number of issues were raised including the lateness of the availability of the accounts which hadn't allowed for proper scrutiny by committee members. Miss Moy apologised for the lateness of the report. Questions around the payments made to the former Chief Accountable officer were raised as matters of concern and clarity was sought on the appropriateness of the payments and whether or not this was a matter for NLC the employing organisation or for IJB. In response to questions raised, it was confirmed that all costs incurred were in keeping with extant policies within NLC for employee terms and conditions of employment and that the restructuring exercise had previously been approved at NLC Committee.

Decided: (1) that the unaudited IJB Annual Accounts for 2018/2019, as appended to the report, be noted; (2) that authority was delegated to the Chair, Vice- Chair, Chief Officer and Chief Financial Officer to finalise the unaudited annual accounts, taking into consideration the latest guidance from Audit Scotland in respect of best practice disclosures; and (3) that the arrangements for publication of the IJB Annual Accounts for 2018/2019 in line with the legislative requirements be noted.

### **14. STRATEGIC COMMISSIONING PLAN 18/19 – OUT TURN REPORT**

Ms M Dendy made reference to the out turn report detailing progress against the eight new commissioning intentions agreed for 2018/19 and progress against a further eight commissioning intentions that had been carried forward from the previous year (2017/18). A number of areas due to be completed by March 2019 are ongoing and have been continued to 2019/20. These include:

- Discharge To Assess – commenced in 2018/19 but ongoing in 2019/20
- Integrated Service Review Board – commenced in 2017/18 but ongoing
- Bed Modelling – ongoing – due to be completed in October 2019
- Primary Care – ongoing – due to be completed in September 2019
- Mental Health Strategy – initially due to be completed in October 2018 but extend to September 2019
- H&SCNL Contribution to Children's Services Plan – due for completion October 2019.
- H&SCNL Contribution to Community Justice Plan - due for completion October 2019.
- Inequalities, Prevention and Anticipatory Care – due to be completed in September 2019
- H&SCNL Contribution to the Plan for North Lanarkshire - due to be completed in September 2019

The committee noted good progress against the intentions.

**Decided:** (1) The committee noted the out turn report on the Commissioning Intentions for 2018/19 and (2) noted that a number of intentions due to be completed within 2018/19 were ongoing and would be completed during 2019/20.

## 15. COMMUNITY ALARMS

Ms French made reference to the report which provided an update on the Community Alarm Service. Ms French summarised the progress made in modernising the service since previous reports and discussions within IJB in 2018. In particular, Ms French highlighted that the enhanced information and knowledge available to call handlers from the detailed information contained within the needs led assessment allowed staff to better prioritise calls and be better informed prior to the response visit. Ms French also highlighted the work undertaken with the 3<sup>rd</sup> sector which has ensured accurate updated information

Moving forward it is proposed to link the further development and review of the Community Alarm Service more integrally with the Home Support Review given the clear synergies and co-dependencies between the two areas of work. Specifically it is proposed to;

- Look at opportunities for co-location and call handling
- Develop closer links between the locality home support teams and the Community Alarm Service
- consider opportunities to deregister the community alarm service and have it inspected in similar ways to other home support services and dialogue with colleagues at the Care Inspectorate are ongoing.

Discussion followed on the issues raised within the report in particular the recommendations around the continuation of the needs based assessment and it was noted that COSLA was leading a national review of call centres and community alarms which could inform future developments and shared learning.

It was agreed that a further report would be provided to IJB before the end of the year.

Decided; (1) the committee noted the progress made in developing the Community Alarm Service within North Lanarkshire.(2) Endorsed the planned extension of the partnership with Getting Better Together Shotts as detailed in section 5.7 of the report (3) Noted the Council's recommendation with respect to reversing the IJB's previous decision on needs led assessment for over 75s to be considered in conjunction with the further information and analysis provided below (4) Agreed intermediate action to enhance the response capacity of the CAS as outlined in section 9.2 (5) requested that a further report before the end of the year with more detail on service delivery including service user feedback.

## 16. RISK REGISTER

R McGuffie made reference to the report that highlighted that there had been no new or closed risks during the reporting period

**Decided:** The Committee noted the report.

## 17. ANNUAL PERFORMANCE REPORT – FIRST DRAFT

Mr McGuffie made reference to the short report that highlighted that the Public Bodies (Joint Working) (Scotland) Act 2014 requires the Integration Authority to publish an Annual Performance Report, setting out an assessment of performance in planning and carrying out those function for which it is responsible. The statutory deadline for publication of annual performance reports is 31<sup>st</sup> July 2019. The Board was asked to note the contents of the report and delegate authority to the Interim Chief Accountable Officer to publish the annual report before the end of July 2019,

subject to final approval by the Board at its meeting in August 2019.

Decided; The IJB noted the report and agreed that the interim CAO would have delegated authority to publish the report in order to meet the Scottish Government deadline.

**18. CLOSE OF BUSINESS**

The date of the next meeting was noted as Tuesday, 24<sup>th</sup> September 2019 at 1.30pm in the Council Chambers, Civic Centre, Motherwell.