



MEETING:	IJB
DATE:	TUESDAY 22ND SEPTEMBER 2020
TIME:	2.30pm
VENUE:	MS TEAMS

PRESENT :	<p>NHS Lanarkshire: Dr A. Osborne (Chair), Mr B Moore, Mrs M. Morris</p> <p>North Lanarkshire Council: Councillors Kelly (Vice Chair), Cameron (for Cllr Gallacher) and Linden</p> <p>Stakeholder Representatives: Mr H Robertson, North Lanarkshire Carers Together, Mrs L Seaton, Partnership for Change (service user representative); Dr T Smyth, GP representative, Dr R Mackenzie</p> <p>Board Members: Mr R McGuffie, Chief Officer; Miss M Moy, Finance Officer (S95);</p> <p>IN ATTENDANCE Ms L Duthie, Senior Auditor, Audit Scotland; Mr I Iqbal, Audit Scotland; Dr L Munro, Medical Director; Mrs C Jack, IJB Board Secretary; Mrs J Arthur, IJB Admin Support (minutes); Thomas Moan, Partnership for Change Development Worker; Mr E Docherty, Executive Director of NMAHPs (deputy for Mrs H Knox), Mr D Murray, NLC Chief Executive</p>
Apologies:	Mr P Campbell, Non Exec Director, NHSL Councillor J Logue, Leader of NLC Councillor M Gallacher

1. Welcome and Apologies

Dr A Osborne welcomed everyone to today's meeting.

2. Declarations of Interest

No declarations of interest were noted.

3. Minutes of IJB : 26.5.20

Minutes agreed and approved.

4. Minutes of Performance, Finance & Audit committee 1.7.20

Minutes agreed and approved.

5. Matters Arising - Action Log

Mrs C Jack updated that all items in the action log had been marked as complete or included in the agenda for today's meeting or scheduled for future meetings.

Mr B Moore requested that MH Continuing Care Contracted Beds be added to the action log. Mrs Jack to include.

6. Covid -19

6.1 – Covid Update – Report shared setting out the actions taken to date during the pandemic response. With developments ongoing Mr McGuffie thanked all staff for the huge amount of work and commitment from staff, particularly frontline staff. He also noted the significant work carried out by the Third Sector. Moving into winter, Mr McGuffie advised that development work was being done around Model of Urgent Care, Planned Date of Discharge, a Community Assessment Centre model which would be widened beyond Covid and the Flu Vaccination programme.

Dr Osborne also wished to recognise the work of all colleagues which was outstanding and asked for thanks to be passed on, on behalf of the IJB.

Decided - The IJB -

- Noted progress made during the pandemic response
- Requested further updates in due course.

6.2 – Care Homes – Report shared setting out the strengthened partnership response to support care homes in response to COVID-19. The report outlined the pre-existing level of support and links that were already in place prior to Covid with a variety of teams which had proved extremely helpful. It further highlighted the additional measures to support the Care Home sector during Covid. Key to this was the development of the Care Home Tactical Group which provides scrutiny and assurance. Work to support Infection Prevention & Control measures was in place and to support the application of PPE across the Care Home sector. Weekly staff testing continues and a significant amount of work is being done to support staff wellbeing. It has been confirmed that support to Care Homes has been extended to June 2021.

Decided - the IJB -

- Noted the timeline of requests from Scottish Government outlining changing roles and responsibilities across the organisation and the full compliance of the Health and Social Care Partnership under the emergency arrangements;
- Noted the additional response taken across Lanarkshire to provide additional assurance and support as requested.

7. North HSCP Recovery Plans

A report was shared by Ms M Dendy to provide a briefing on the work underway to recover Health and Adult Social Care Services in North Lanarkshire. The report set out the process for developing, approving and implementing service recovery plans and included the current service recovery status for both health and social work services. One of the benefits of undertaking this coordinated process has been the ability to identify key emerging themes and share solutions

across services areas. Key themes included the expansion of digital capabilities and a culture change towards working in different ways. Going forward, the Programme of Work will be reviewed to ensure that it builds on the recovery plans and focuses recovery efforts on the ambitions set out in the Strategic Commissioning Plan, taking account of the “new normal”. An updated programme of work will be provided at the IJB in December 2020. In support of this, Partnership performance management processes will be reviewed.

Ms C McGinty asked what the current position in relation to access to NLC accommodation for staff and services which had impacted some of the recovery work. Ms Dendy advised that work was ongoing with NLC colleagues to progress this and it was hoped this would be concluded in a few weeks. Mr McGuffie went on to explain the complexity of the recovery process whilst ensure there was a strategic overview of the recovery of services locality by locality.

Mr B Moore acknowledged this was a complex and ongoing process. In terms of enhancing integration, he requested that IJB members be updated on the opportunities that recovery has presented. Ms Dendy agreed to provide progress updates.

Mr T Moan referred to the letter to NHS Chairs from the Cabinet Secretary relating to ongoing engagement with public around major service change and asked what approaches were being built in to recovery plans to ensure engagement took place. He noted that discussions around how to engage had been discussed at the Strategic Planning Group. This would also be looked at via Partnership and Engagement, which was a standing item on the recovery agenda. During Covid been on emergency footing and a lot of things have had to progress.

Dr T Smyth wished to highlight to IJB members the strain on GP services and frustration at the slow pace that services were being resurrected. Mr McGuffie acknowledged this and gave assurance that work was being carried out as quickly as possible to resurrect services.

Decided: The IJB

- 1) Noted the progress made to date in preparing and implementing recovery plans;
- 2) Note the key themes emerging.
- 3) Endorsed the intention to renew focus on the ambitions set out in the Strategic Commissioning Plan, 2020-23 as services are remobilised, and to move forward, taking advantage of the opportunities and experience of working in different ways rather than necessarily, by default, returning services to the way were delivered pre-COVID.
- 4) Noted that the Strategic Commissioning Plan Programme of Work will be reviewed in the light of recovery plans and taking account of the “new normal” with a further update to the IJB in December 2020.
- 5) Noted that Partnership performance management processes will be reviewed to ensure that performance of services is considered in light of recovery and redesign efforts and that there is a co-ordination of performance management activities to reflect emerging management structures across HSCNL.
- 6) Remit performance oversight of recovery plans to the Performance, Finance and Audit Sub-Committee.

8. Integration Review – update

Mr McGuffie shared a report following an internal audit which had reviewed the integration review process. The report also included a monitoring report and the revised structure chart. The audit provided reasonable assurance with the process to date with 3 actions identified. The monitoring report was updated to ensure it included a more detailed summary and position statement against each recommendation. Ongoing reports would be submitted to each committee cycle. Two areas are outstanding from the review, namely the implementation of the new operational structure and the review of operational and strategic finance. Mr McGuffie was able to update that Tier 2 and Tier 3 management appointments were now complete with the aim

to have the new structure in place from 1st October 2020. A programme board had been set up to ensure governance, reporting, finance arrangements etc. were implemented in line with the new structure. Mr McGuffie further advised that discussions will commence soon around the national integration review with a view to completion by the end of the financial year.

On behalf of the IJB members, DR Osborne congratulated all who were appointed to posts within the new structure.

Decided: The IJB

- Noted the action plan agreed as part of the Integration Review process;
- Noted the findings of the internal audit review of the process;
- Requested updates on progress in due course.

Mr McGuffie advised a further report would be provided to the IJB in March 2021.

9. External Audit Annual Audit Report 2019/2020

Ms M Moy shared a report outlining the outcome of the audit by the North Lanarkshire Integration Joint Board's External Auditor, Audit Scotland. The report also advised that the External Auditor had submitted an Annual Audit Report setting out their key findings for the consideration of the members of the IJB and also provided details of the proposed management response to the action points at pages 21 to 23 of the External Auditor's Annual Audit Report. The External Auditor has concluded that the financial statements of the North Lanarkshire IJB for 2019/2020 give a true and fair view of the state of affairs and of its net expenditure for the year and have therefore issued an unqualified independent auditor's report. The report included an action plan which was agreed by both the Chief Officer and Chief Financial Officer. Of the 7 actions, 5 were now complete. Mr McGuffie confirmed that these were ongoing pieces of work. It was noted that the IJB was in a relatively strong financial position compared to other boards.

Ms Moy thanked Audit Scotland colleagues for their health and support and was pleased to advise that their appointments had been extended for another year. Ms Moy also acknowledged the support from NLC and NHSL Finance teams and thanked them for their contribution in achieving a clean audit certificate. This was endorsed by the Chair on behalf of the IJB.

Decided: The IJB

- Considered the External Auditor's Annual Audit Report in advance of the statutory timescale of 30 September 2020 for the approval of the IJB Annual Accounts 2019/2020;
- Noted that an unqualified audit certificate has been received in respect of the North Lanarkshire IJB Annual Accounts 2019/2020; and
- Approved the management response to the action points at pages 21 to 23 of the External Auditor's Annual Audit Report.

10. Audited IJB Annual Accounts 2019/2020

Ms Moy shared the Audited IJB Annual Accounts 2019/2020 and covering report which provided details of the unsigned audited IJB Annual Accounts 2019/2020 for consideration and approval by the IJB before the statutory deadline of 30 September 2020.

Decided: IJB

- Noted that the External Auditor's audit opinions are all unqualified in respect of the IJB Annual Accounts 2019/2020;
- Approved the IJB Annual Accounts 2019/2020 for signature before the statutory deadline of 30 September 2020;
- Noted that the signed audited IJB Annual Accounts 2019/2020 would be available to view electronically at the following website: <https://www.hscnorthlan.scot/key-documents/>;

- Noted the extension to the current audit appointment by one year for 2021/2022.

11. Annual Performance Report

Ms Dendy shared the draft Annual Performance Report 2019-20 and a covering paper which provided an update to the Board on the development of the Integration Joint Board's Annual Performance Report 2019/20. The Public Bodies (Joint Working) (Scotland) Act 2014 requires the IJB to publish an Annual Performance Report, setting out an assessment of performance in planning and carrying out those functions for which it is responsible. The report was brought to the IJB in this manner due to the request to delegate authority to the Chief Officer to publish the report by the end of September 2020. Actions were identified nationally around recommendations which would be included in the final report. Discussions had taken place nationally acknowledging that the timelines for receipt of data did were not in line with those of the partnerships.

Dr Osborne advised that the Communications Manager would be preparing some communications to support the publication of the report.

Decided: The IJB noted the contents of the report and its appendix and delegated authority to the Chief Officer to publish the annual report by the end of September 2020.

12. IJB Risk Register

Ms C Jack shared the existing IJB Risk Register for noting, along with a summary of significant material changes proposed for the IJB Risk Register. Ms Jack explained that since the last IJB meeting in May, a small group met to discuss and update the risk register. Appendix 2 contained the proposed changes. Between now and the next IJB outstanding actions would be closed and others developed in place. Ms Jack went to highlight that the risk rating around funding for third sector would be reviewed in light of comments at Performance, Finance & Audit committee around the risks associated with short term nature of funding. The committee noted the addition of risks associated with the impact of Covid 19 and once approved, these would be incorporated within the IJB risk register.

Cllr Linden asked where within the register was the management of risk around restricted face to face access with GPs for patients. Dr Smyth explained that this was more to do with personal choice as opposed to GPs putting up barriers. Demand was greater than this time last year so GPs were potentially seeing more people than before though not all face to face. A key issue was not accessing GPs but the difficulties in referring to other services which may not yet have been reinstated. It was agreed that Ms Jack and Dr L Munro would discuss the risk for inclusion in the register in line with that of South Health & Social Care Partnership and NHS Lanarkshire.

Dr Munro highlighted that the wellbeing of staff was a possible risk. Mr McGuffie advised this was included in the operational risk registers for NHSL and NLC so was not included in H&SCNL's risk register. Cllr Linden noted this had also been raised by his members. Ms Jack advised that following the predicted increase in demand on Mental Health Services and the discussion at the last IJB meeting, this had now been incorporated this within the risk register. Mr McGuffie advised that a whole system plan was being developed around staff wellbeing and report would be brought to the next PFA meeting.

Decided: The IJB

- The IJB noted the current risk register set out in Appendix 1.
- The IJB noted that a recent review of risks was undertaken by the Chief Officer, IJB Section 95 officer and the Operational & Business manager and that arising from the review, a number of risks will be closed and a new risk register developed.

- The IJB approved the proposed amendments to the current Risk Register as set out in Appendix 2.

13. Records Management Plan

Ms Jack shared a paper to present the draft IJB Records Management Plan prepared in line with the requirements of the Public Records (Scotland) Act 2011. The IJB is required by statute to have a Records Management Plan in place and to adhere to the provisions of said plan. Where authorities fail to meet their obligations under the Public Records Act, the Keeper of the Records of Scotland has powers to undertake records management reviews and issue action notices for improvement. The draft plan has been submitted to the Keeper of Records and a response is awaited on any amendments or additional evidence required before the plan is formally approved. Once this has been signed off, the plan will be brought to the IJB.

Mr Moan asked if there was an information sharing agreement for sharing information with third parties, in particular the voluntary sector. Mr McGuffie advised that a protocol was in place and would be circulated.

Decided: The IJB

- The IJB noted the draft IJB Records Management Plan which has been prepared on behalf of the IJB, by Fiona Hughes, Corporate Records Manager, North Lanarkshire Council.
- Delegated responsibility to the Chief Officer to finalise the IJB's Records Management Plan in collaboration with the Corporate Records Manager, NLC and the Keeper of the Records of Scotland.
- Requested that a copy of the approved IJB Records Management's Plan is presented to the IJB in due course and is made publically available.

14. Letters of Direction – new guidance

Ms Jack shared a paper to update the IJB on the Statutory Guidance issued in January 2020 by the Scottish Government entitled 'Directions from Integrated Authorities to Health Boards and Local Authorities' and to outline the arrangement through which the IJB would issue Directions in relation to the operational delivery of the delegated functions. Guidance had been received from Scottish Government and from this it was recognised there were some additional requirements.

Decided - The IJB

- Noted the key contents of the new statutory guidance document
- Approved the proposed arrangements to issuing future Directions to one or both of the partners

15. IJB Governance

Report shared setting out proposed governance arrangements for the IJB during the Covid-19 pandemic. Following the paper on governance principles at the last meeting of the IJB, revisions were made to the principles at 5.2.4 A to D and 5.2.6 E following what was agreed at the last committee.

The paper also proposed that the IJB and PFA would seek to ensure full agendas during Covid-19, that meetings would take place as per the current schedule and logistics and the delegation of powers would be retained for the moment.

Decided – The IJB -

- Noted the actions taken to ensure appropriate governance during Covid to date;
- Noted and approved the proposed revised principles as at 5.2.4 A to D and 5.2.6 E;
- Agreed the forward arrangements as at section 5.3;
- Agreed to the circulation and completion, subject to staffing availability, of a questionnaire on experience of governance during the pandemic;
- Agreed that as time and resources permit, OD sessions should be offered to the IJB membership as a whole.

16. Risk

Mr McGuffie welcomed the earlier discussion around Risk. He noted the reference at the earlier Performance, Finance & Audit Committee on possible implications of the revised directions, in particular the transfer of discretionary budgets to North Lanarkshire Council for Children's, Families & Justice. It was agreed that an interim direction would be produced for the next IJB meeting in December which would then be followed up with a final direction.

On behalf of the IJB members, Dr Osborne thanked all colleagues for continuing to maintain the governance of the IJB through these past few difficult months and wished everyone safety and resilience.

7. DATE OF NEXT MEETING – 9th December 2020