

MEETING:	IJB PERFORMANCE FINANCE & AUDIT COMMITTEE
DATE:	WEDNESDAY 4TH NOVEMBER 2020
TIME:	2.00pm
VENUE:	MS TEAMS

PRESENT :	<p>NHS Lanarkshire: Mr B Moore (Vice Chair), Dr A. Osborne, Mrs M. Morris</p> <p>North Lanarkshire Council: Councillors P Kelly (Chair), J Logue, C Cameron and C Barclay</p> <p>Stakeholder Representatives: Mr H Robertson, North Lanarkshire Carers Together, Mrs L Seaton, Partnership for Change (service user representative),</p> <p>Board Members: Mr R McGuffie, Chief Officer; Miss M Moy, Finance Officer (S95); Ms M Dendy, Head of Planning, Performance & Quality Assurance</p> <p>IN ATTENDANCE Ms L Duthie, Senior Auditor, Audit Scotland; Mrs C Jack, IJB Board Secretary; Mrs J Arthur, IJB Admin Support; Thomas Moan, Partnership for Change Development Worker; Ms M Halliday, CEO, Voluntary Action North Lanarkshire; Ms G Alexander, Community Solutions Programme Manager, Voluntary Action North Lanarkshire ; Mr T Gaskin, Chief Internal Auditor. ;Mr P McCrossan, Director of Allied Health Professions; Mr P Graham, Head of Spiritual Care, NHSL</p>
Apologies:	Mr P Campbell, Non Exec Director, NHSL Cllr M Gallacher Cllr J Linden

1. Welcome and Apologies

Cllr Kelly welcomed everyone to today's meeting.

2. Declarations of Interest

No declarations of interest were noted.

3. Minutes - Performance, Finance & Audit Committee 22.09.20

Minutes approved.

4. Matters Arising – Action Log

Mrs C Jack shared the updated action log, setting out the status of each action, advising of those complete, those on today's agenda and those that would be carried forward to future meetings.

5. Finance Monitoring Report

Ms M Moy presented the summary of the financial position of the North Lanarkshire Health and Social Care Partnership (HSCP) for the period from 1 April 2020 to 30 September 2020 (Health Care Services) and 18 September 2020 (Social Work and Housing Services).

Ms Moy highlighted the following:

- Although a net overspend of £3.884m is reported, excluding the costs associated with the response to the Covid-19 pandemic which is reported as £6.870m to date, there is a net underspend of £2.986m.
- In respect of the additional Covid-19 costs, Scottish Government funding of £4.786m was received previously to address additional social care costs.
- Further funding was announced on 29 September 2020. The exact allocation of this funding between the partners is currently being agreed. The approach adopted by the Scottish Government is intended to be fair using a blend of actual expenditure for some expenditure categories and NRAC shares for other expenditure categories. Some of the expenditure categories are partly discounted to reflect the uncertainty in the projected costs and the fact that the financial information reported to the Scottish Government was based on the 6 month position (September 2020).
- Subject to final agreement, based on Ms Moy understanding of the funding allocated, it is anticipated that 75% of the total annual costs recorded in the Lanarkshire Mobilisation Plan (LMP) as at September 2020 for the North Lanarkshire HSCP will be addressed by the additional Scottish Government funding.
- A further funding announcement is planned for January 2021.
- The Covid-19 expenditure recorded in the LMP in the NRAC categories is £9.4m less than the total funding available for these NRAC categories. This funding has been held back by the Scottish Government but this would indicate that the costs incurred across the NRAC categories of expenditure for Lanarkshire are within the financial parameters reported nationally.
- The current financial risks were referred to at section 12 of the report with the main risks being in relation to demand for social care services, Covid-19 and prescribing.
- No new financial risks were highlighted.
- The budget variances were highlighted at section 8 of the report.
- There are no variations to directions at this stage but the PFA was asked to note that a variation to the directions in respect of the conclusion of the transfer of Children, Families and Justice Services to NLC will be submitted to the next meeting of the IJB for approval.

In response to a question raised by Mr Brian Moore about the slippage in the achievement of savings for 2020/2021 of £1.440m, Ms Moy advised that the underachievement of savings is included as a cost pressure in the LMP reported to the Scottish Government. Ms Moy also advised that the main cost pressures which are not yet funded by the Scottish Government relate to the underachievement of savings – which the SG has asked for additional information on – and

the holding back of between 30% and 50% of funding for Covid-19 costs mainly due to the uncertainty of the cost projections.

With reference to the recommendation to endorse the appointment of 1 WTE Social Worker post to the NLC staffing establishment to avoid 'social' hospital admissions, in response to a question raised by Dr Avril Osborne, Ms Moy agreed to review the Terms of Reference of the IJB and the PFA to reflect the experience of the previous 4 years and to further harmonise the decision-making responsibilities of the IJB and the PFA Committee.

Decided:

The PFA agreed the following recommendations:

- (1) Noted the financial position to date which is summarised at section 6 of the report.
- (2) Noted the additional social care costs as a result of the Covid-19 pandemic have been partly addressed by additional Scottish Government funding of £4.786m which was previously received;
- (3) Noted that additional Scottish Government funding has been announced on 29 September 2020, the distribution of which is being finalised with the North Lanarkshire Council Head of Solutions and the NHS Lanarkshire Director of Finance;
- (4) Noted that, due to the uncertainty, the Scottish Government funding confirmed to date does not fully address the projected costs to 31 March 2021 as a result of the Covid-19 pandemic and a further announcement in respect of additional funding is expected in January 2021;
- (5) Noted the management action being taken to mitigate the financial impact of the Covid-19 pandemic where possible;
- (6) Noted that the Integration Joint Board (IJB) will be asked to approve a revised direction to North Lanarkshire Council to reflect the conclusion of the budget disaggregation exercise in line with the revised Integration Scheme as highlighted at section 7;
- (7) Endorsed the addition of a Social Worker post to the North Lanarkshire Council staffing establishment to support the avoidance of admissions through the Emergency Receiving Centre; and
- (8) Noted that a review of the IJB Financial Plan 2020/2021 is progressing in consultation with both partners.

6. Internal Audit Plan

Mr T Gaskin presented the proposed Internal Audit Plan for 2020/2021, as detailed on the appendix to the report, for approval.

Mr Gaskin highlighted the following:

- The benefits of the planned programme of internal audit work for 2020/2021 in respect of the anticipated audit outcomes, including the lessons learned from the response to the Covid-19 pandemic, the potential identification of areas for efficiency savings and the wider consideration of the achievement of best value, particularly in respect of the delivery of joint services.
- The strategic role of the Internal Audit Service for the IJB.
- The identification of an additional internal audit resource to progress the agreed audit assignments.
- The previous decision taken to delay internal audit work in the latter part of the financial year 2019/2020 in order to avoid detracting HSCP officers from the immediate priority of

responding to the Covid-19 pandemic and the contextual relevance of this to the observation highlighted by External Audit in the Annual Audit Report 2019/2020.

In response to a question raised by Mr Brian Moore, Mr Gaskin acknowledged the strategic role of the IJB and the practical challenges associated with differentiating the IJB's strategic responsibilities from each partner's operational responsibilities. It was intended that the outcome of the internal audit programme of work would focus on the relevant governance responsibilities, as appropriate. It was hoped however, there would be added value for the IJB and both partners as a result of the proposed audit assignments.

In response to a question raised by Dr Avril Osborne in respect of the planned review of the joint internal audit arrangements, Ms Moy confirmed that careful consideration would be given to the benefit of the dedicated additional internal audit resource made available this year and the stability of the governance arrangements in the current circumstances. The outcome of the planned review would therefore require to take into consideration the outcome of the internal audit activity over the period from November 2020 to March 2021.

Ms Moy thanked Mr Gaskin for making a dedicated internal audit resource available this year.

Decided:

The PFA agreed the following recommendations:

- (1) Approved the proposed Internal Audit Plan for 2020/2021 attached as an appendix;
- (2) Approved, in consultation with the IJB Chief Officer, the delegation of authority to the Chief Financial Officer to agree with the Audit and Risk Manager (North Lanarkshire Council) and the Chief Internal Auditor (NHS Lanarkshire) the scope of the audit assignments in the Internal Audit Plan for 2020/2021 including the allocation of responsibilities for completion of assignments; and
- (3) Noted that, as part of the commitment to continuous improvement, a review of the joint internal audit arrangements for the North Lanarkshire Integration Joint Board (IJB) will be undertaken.

7. Progress Report on Agreed Actions

Ms Moy presented an outline of the actions agreed with the External Auditor, the Internal Auditors and the Senior Management Team to further develop the IJB governance framework.

Ms Moy focused on the 14 actions (44%), which were detailed at appendix 2 and summarised at section 6.1 of the report as 'Actions Overdue', and highlighted the following:

- The inclusion of the progress report on the PFA agenda is good practice, as recommended by the External Auditors, and enables focus on the status of the actions, in particular the actions which were not progressing as originally anticipated.
- A strict interpretation of the original agreed action and deadline was being applied consistently in order to determine the status of each action. Changes since the original actions had been agreed also had to be considered carefully in order to ensure the implementation of the actions was effective in the current circumstances and achieved the intended outcome.
- Referring to appendix 2 of the report, although the actions were recorded as overdue, the work which has been progressed particularly in relation to the development and update of the Risk Register, the identification of the specific risks relevant to the PFA Committee, the Risk Management Development Event held in March 2020 and the implementation of the revised PFA and IJB reporting templates were discussed.

- Referring again to appendix 2 of the report, the decision to delay the actions in respect of the planned review of the IJB Performance Monitoring Framework as a result of the emergency response to the Covid-19 pandemic and also the changing circumstances which now need to be reflected in the current response to the agreed actions were highlighted.
- An example of the changing circumstances was action no. 10 and the need to consider carefully the revised performance targets for 2021/2022, taking into consideration the impact of the Covid-19 pandemic on future service delivery and the potential impact on the availability of future funding. The relevance of the planned value for money audit assignment on the Joint Store and action no 11 which highlighted the performance measurement in respect of the percentage of equipment and adaptations deliveries made within 7 working days was also highlighted.
- In conclusion, judgement is being exercised in respect of deciding the status of each action and, as highlighted at the outset, a strict interpretation in respect of full compliance is being adopted.
- It was highlighted though that this may not fairly reflect the efforts of officers across the HSCP to take the actions forward.
- Further consideration would be given to the assessment of the status of each action, in consultation with the Senior Leadership Team and the IJB Chief Officer.

Mr R McGuffie highlighted the work which was progressing to improve the risk management arrangements of the PFA and IJB and referred to the Risk Register Report which was agenda item 15 on the PFA agenda for consideration. Mr McGuffie also highlighted the decision taken to reschedule some of the agreed actions in order to prioritise the response to the Covid-19 pandemic. Mr McGuffie also advised that it was important to ensure that both partners had the opportunity to consider and agree any changes in respect of the performance outcomes and highlighted that this consultation would be progressed at the earliest opportunity.

Councillor P Kelly welcomed the report and endorsed the previous recommendation of the External Auditors to include this progress report as a standing item on the PFA agenda. Councillor Kelly also highlighted the beneficial impact of receiving progress reports to ensuring the actions were implemented effectively.

Decided: The PFA agreed the following recommendations:

- (1) Noted the content of the report; and
- (2) Noted that further progress reports will be presented to future meetings of the PFA Committee in respect of the actions which are ongoing.

8. Mental Health – Continuing Care Beds

Mr McGuffie shared a report giving a short update on the proposals to commence an engagement exercise with patients, families and carers supported in hospital based complex contracted beds and to advise the PF&A that there had been no change to the risks highlighted at the IJB meeting in March 2020 where it was agreed that the engagement exercise should be delayed due to Covid. Mr McGuffie advised that the position remained unchanged due to the ongoing Covid issues.

In response to Dr Osborne’s question around how the current cost of £4.6million for the existing contract beds would be factored into future financial planning, Ms Moy advised that the cost pressures were still being worked on and the financial plan for 2021/22 would take into consideration that some areas would not be able to progress as quickly as they would have under normal circumstances.

Decided: The PFA agreed the following recommendations:

- (1) Note that the IJB, at its meeting in March 2020, agreed that an engagement exercise could be undertaken with those currently supported in hospital-based complex clinical care beds contracted and their families and carers, with a view to consolidating onto one site for both North and South Lanarkshire residents.
- (2) Note that whilst the IJB agreed to the overall direction of travel in respect of the future provision for this group of patients, it had also been agreed that the engagement exercise should be delayed in the light of the potential risks known at the time in respect of Covid 19 and proposed visits to care homes by relatives and carers.
- (3) Note that given the continued prevalence of Covid in the Lanarkshire community, the engagement exercise should continue to be delayed until the risk is significantly reduced.
- (4) Note that the Chief Officer will determine the appropriate time to recommence the agreed engagement process following the latest advice for public health and thereafter a report will be provided to the PF&A on the next steps of the proposal.

9. Community Solutions – Response to Covid-19

Ms M Halliday shared a report with the PF&A members which provided an overview of the contribution of Community Solutions Programme in supporting vulnerable people during the Covid-19 pandemic. The report also provided oversight of the ongoing challenges facing the Community Solutions Programme and the wider community and voluntary sector as well as highlighting the potential benefits of establishing sustained investment in “Community Solutions” to support improved wellbeing, equality and reduce “failure demand” on statutory services.

Councillor Kelly acknowledged the challenges and how the voluntary sector has stepped up significantly to provide support. Members commented on the huge value of the community and voluntary sector input and on the quality of the report shared today. It was also noted that during the pandemic, things had to be done differently and that learning should be taken from this.

Discussion followed around the funding element and Mr McGuffie advised that future funding would be a key consideration of the IJB as part of future financial planning. The anxieties that short term funding across the sector caused were acknowledged and it was hoped that going forward greater certainty could be provided.

Ms Halliday reminded members of the importance of the support provided by Community Solutions, which reduced cost and demand on other services. They delivered very effectively and would be able to deliver more with commitment to ongoing funding. She noted concerns around how voluntary organisation funding did not form part of Scottish Government plans in relation to Covid 19 Health and Social care overspend and had to be applied for separately. This could mean the possibility of some organisations being unable to continue because of funding issues.

Councillor Kelly gave assurance that discussions would continue and thanked Ms Halliday for the valuable report shared today.

Decided: The PFA agreed the following recommendations -

- (1) Noted the significant contribution of the Community Solutions Programme (CSP) and “Community Solutions Approach (CSA)” - as demonstrated by the activities of the wider Community and Voluntary Sector (CVS) - in supporting vulnerable groups and communities during the first stage of the Covid- 19 pandemic (March-July 2020) as summarised and set out in Appendices 1 and 2.

- (2) Noted the effective collaboration between CSP-funded projects, wider CVS and Voluntary Action North Lanarkshire (VANL) to deliver support to vulnerable people during the first stage of the C19 pandemic as illustrated in Appendix 2.
- (3) Noted the effective partnership working between VANL, North Lanarkshire Council, NHS Lanarkshire, and H&SCNL to support the community and voluntary sector C19 response – both during the first stage and on an ongoing basis - and the commitment to develop a Recovery, Renewal and Strategic Investment Plan with and for the NL CVS, informed by the Community Solutions approach as illustrated in Appendix 2.
- (4) Noted that an updated CS Strategy would be developed for approval by February 2021, to take account of the learning from C19 pandemic to date, the ongoing challenges as a result of the pandemic, the North Lanarkshire Social Prescribing Scoping Study which was commissioned from VANL by NHS Lanarkshire Health Improvement in 2019 and the forthcoming Recovery, Renewal and Strategic Investment Plan for the NL CVS.
- (5) Noted the intention to continue to progress the transfer of the management of other HSCNL community and voluntary sector funding through the CS Programme in line with the agreement to maximise synergies, efficiencies and impact.
- (6) Noted the significant challenges to the CSP and wider CVS in terms of their ability to continue providing C19 support and their usual support services, without improved funding security, as summarised below and set out in Section 5 and Appendices 2 and 3.
- (7) Noted the requirement to review the funding commitment by HSCNL to support the strategic investment in the CSP in order to maintain and strengthen the CSP and CVS contribution to improving vulnerable people’s wellbeing and equality and to reduce demand for statutory services. It is acknowledged this is subject to confirmation of the Scottish Government financial settlement for 2021/2022 and the agreement of the IJB Financial Plan 2021/2022. The IJB Chief Financial Officer has advised that, in consultation with both partners, the opportunity to improve funding security for the CSP will be explored as part of the IJB budget setting process and the review of the IJB Medium to Long Term Financial Plan.

10. Performance Report – Quarter 1

Ms M Dendy provided an update to the Board on the areas for improvement which have been identified as part of the Quarterly Performance Review for the period 1 April 2020 to 30 June 2020 (Quarter 1). The report also gave additional information in relation to the impact of the wider COVID-19 response on our key areas of performance and the next steps for recovery.

Ms Dendy noted the following –

- Alcohol Brief Interventions (ABIs) and Breastfeeding had been impacted by Covid as staff from those areas had to be diverted elsewhere to support the Covid response.
- The Home Support service had continued throughout Covid and whilst some performance had not remained on track, essential service has been sustained. Planned Date of Discharge work had assisted with this.
- The Integrated Equipment & Adaptation Service target was not on track but had played a very important role during Covid in relation to the delivery of PPE.
- The CAMHS target remained a challenge and during the pandemic, remote consultations had to be made. Feedback on the remote experience had been sought from patients. This had a mixed response but there had been some high levels of satisfaction recorded and learning would be taken from this experience. Waiting times had reduced but CAMHS continues to be a key area of focus.

Under the Waiting Times Performance – AHP and Community Services data, Councillor Barclay noted the Paediatrics SLT 12 week performance against target of 6%. Ms Dendy advised this was not uniquely Covid related with this area already a challenge and efforts to improve performance

were now being seen. Mr McGuffie noted that most of these areas had seen a decrease in performance against target due to the impact of Covid.

Decided: The PFA noted the contents of the report and its appendix.

11. Mental Health Implementation Plan – Progress Report

The purpose of this report was to provide an update to Committee members on the progress in implementing the Lanarkshire Mental Health and Wellbeing Strategy. The report also gave updates on the four workstreams –

- (1) Good Mental Health for All
- (2) Improving Access to Mental Health Support and Services
- (3) Children and Young People Mental Health & Wellbeing – fully integrated in the North Lanarkshire and South Lanarkshire
- (4) Specialist Mental Health Services

A stakeholder event was held on 23rd October 2020 to restart the work of the plan following a pause due to Covid. The Programme of Work would be presented to the IJB in December 2020 and would include the Mental Health Strategy actions.

Dr Osborne noted that Mental Health was a hosted service in North Lanarkshire and Mr McGuffie gave assurance that South Lanarkshire Health & Social Care Partnership and NHS Lanarkshire colleagues would be sighted on the plan.

Ms Halliday observed that the impact of Covid causing the pushback of the Mental Health Strategy when mental health support had never been more needed because of Covid.

Decided: The PFA agreed the following recommendations -

- (1) Noted that the Strategy was formally launched on 24th October, 2019
- (2) Noted that meetings of the Lanarkshire Mental Health and Wellbeing Strategy Board and other implementation groups, which were halted in March 2020, were being re-started.
- (3) Noted that the updated implementation plan would be presented to the December 2020 IJB alongside the broader Strategic Commissioning Plan Programme of Work.

12. Winter Planning

Mr McGuffie shared a report which detailed the whole system planning arrangements for winter including the main components associated with COVID-19. Mr McGuffie highlighted the following:

1. Seasonal Flu Vaccination programme – even with the challenges of COVID-19, to date, over 110,000 people had been vaccinated. On average, over 5000 vaccinations were being carried out per day so on track to achieve set targets.
2. COVID Hub and Assessment Centre (Re-designing Unscheduled Care): currently this is still centralised at Douglas St in Hamilton but contingency plans are in place to open a North site should it be needed ahead of winter. A report will be presented at the IJB in December which would update further. A new model for Unscheduled Care is being developed, the aim of which is reduce attendance at A&E. It was anticipated that the final model would be approved by NHS Board in November. This would then be presented to the IJB in December for noting only as this is a national piece of work.
3. Planned Date of Discharge – significant whole system work was taking place to ensure patients were discharged home safely and quickly to ensure bed capacity in acute sites was in place to cope with Covid and winter pressure. Planned date of discharge was being piloted in some wards with a view to being rolled out more widely.

Decided: The PFA agreed the following recommendations -

- (1) to note the actions being taken ahead of winter
- (2) to note that further papers will be brought to the December IJB meeting around developing models in urgent care

13. Staff Wellbeing

Mr P Graham, Head of Spiritual Care for NHS Lanarkshire, attended to provide members with an overview of the staff wellbeing supports in place as a result of the Covid-19 crisis, following a paper being presented to the NHS Lanarkshire Board. Staff were under intense pressures and it was important that they were supported as much as possible.

He praised the excellent collaborative work that had been carried out and highlighted some of the key actions implemented and those forthcoming including –

- Set up of rest rooms.
- 71 staff redeployed came from HSCPs trained on peer support.
- Trauma informed workforce.
- Access to various helplines.
- Expansion and promotion of the Peer Support Network across NHS Lanarkshire
- Expansion and promotion of the MIST/All of Us programme in the HSCPs
- Mindfulness Training Courses
- Increased support for Care Home Staff

At the NHS Lanarkshire Board meeting, approval had been given to continue to support staff wellbeing initiatives, continuing with rest rooms, providing funding for a further 18 months and developing a longer term strategy.

Councillor Kelly thanked Mr Graham for his informed report, welcomed the supports in place and praised the whole system approach. Staff Wellbeing would continue to be an important part of the IJB and PFA agendas in the coming months.

Decided: The PFA agreed the following –

- (1) Note the staff wellbeing supports put in place during the first wave of the Covid-19 crisis;
- (2) Note the staff wellbeing supports approved that will cover the entirety of the health and social care workforce over the next 18 months.

14. Integration Review Progress Update

Mr McGuffie shared an update on the Integration Review which was approved at the IJB on 12th June 2019, with a request to create a full action plan and provide regular updates through the IJB Sub-Committee. The main progress made since then included -

- Head of Adult Social Work has been recruited and will take up post in January 2021.
- Tier 3 Managers have been recruited with the new structure to be implemented from 4th January 2021.
- Programme Board in place to coordinate the roll out of the new structure, including review of all meeting structures and terms of reference. The new structure will come into operation from 4th January 2021.

The Integration Scheme has still to be formally updated but this needs to go out to consultation and, due to COVID-19, has been delayed. The future finance model had also been delayed due to COVID-19 but it was hoped this would be completed within the current financial year.

Given the pressures of COVID-19, it was acknowledged that good progress had been made.

Decided: The PFA agreed the following –

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

15. Risk Register – PF&A Committee

Ms C Jack explained that a table top exercise had recently been undertaken to review the risk register and at the last PF&A meeting, there had been agreement to close some risks and new risks were added. More contemporary financial risks have been identified which would be overseen by the PF&A and be reviewed on an annual basis. These risks would be signed off at the next IJB in December. Ms Jack advised that Ms Halliday had raised a risk around the financial sustainability of third sector organisations in North Lanarkshire and this had been added to the register.

Decided: The PFA agreed the following –

- (1) To consider the new risks added to the risk register in respect of risks pertaining to Finance and Performance as detailed in Appendix 1 and recommend that these be approved at the next IJB meeting.
- (2) To consider if there are any further significant risks of current relevance to the PF&A committee.

16. Risk

No further risks noted.

17. DATE OF NEXT MEETING – Proposed dates will be presented for agreement at the IJB on 9th December. The planned date for the next meeting of the PFA is February 2021. Planned date for next PFA would be Feb.