

# REPORT

Item No: 11

<b>SUBJECT:</b>	IJB Governance Update
<b>TO:</b>	Performance, Finance and Audit Committee
<b>Lead Officer for Report:</b>	Chief Officer
<b>Author(s) of Report</b>	Chief Financial Officer
<b>DATE:</b>	17 February 2021

## 1. PURPOSE OF REPORT

1.1 This paper is coming to the Performance, Finance and Audit (PFA) Committee:

For approval	<input type="checkbox"/>	For endorsement	<input type="checkbox"/>	To note	<input checked="" type="checkbox"/>
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1.2 The purpose of this report is as follows:

- highlight the challenges associated with this unprecedented year and the emergency response adopted by both partners and the IJB;
- provide an update in respect of the principles for sustainability payments to social care providers during the Covid-19 pandemic;
- provide an update on the additional funding received from the Scottish Government in respect of the Covid-19 pandemic for 2020/2021;
- highlight the next steps in respect of the mobilisation and remobilisation plan for 2021/2022;
- provide an update in respect of the operational and financial governance arrangements which are being developed to support the implementation of the new Health and Social Care Partnership (HSCP) structure;
- provide an update on the disaggregation of the mental health and learning disability services budget and the progress made to date;
- provide an outline in respect of the investment opportunity to develop services to improve the cancer journey and support individuals with long term conditions; and
- provide an overview of the progress in respect of the preparation of the IJB Financial Plan for 2021/2022.

## 2. ROUTE TO THE PERFORMANCE, FINANCE AND AUDIT COMMITTEE:

2.1 This paper has been:

Prepared By;	Reviewed By;
Chief Financial Officer	Chief Officer

## 3. RECOMMENDATIONS

3.1 The PFA Committee is asked to agree the following recommendations:

- (1) that the contents of the report be noted;
- (2) that the unprecedented challenges as a result of the ongoing Covid-19 pandemic are noted;

### 3. RECOMMENDATIONS (CONT.)

- (3) that, on the understanding that the Scottish Government will meet all reasonable additional provider costs in line with the agreed Mobilisation Plan, the ongoing compliance with the principles for sustainability payments to social care providers during the Covid-19 pandemic is noted;
- (4) that the projected additional Covid-19 costs in 2020/2021 and the additional Scottish Government funding to support the emergency response to the Covid-19 pandemic as highlighted at section 9 are noted;
- (5) that the ongoing development of the Lanarkshire Remobilisation Plan for the IJB and both partners is noted;
- (6) that the progress to date in respect of the disaggregation of the mental health and learning disability services budget is noted;
- (7) that the investment opportunity in respect of the non-recurring Macmillan funding and the associated financial risks are noted;
- (8) that the priority to further progress the development of the IJB Financial Plan 2021/2022 is endorsed; and
- (9) that authority previously delegated to the Chief Officer to agree the allocation of the additional Scottish Government funding to address the additional costs of the Covid-19 pandemic in consultation with the IJB Chief Financial Officer, the Head of Financial Solutions of North Lanarkshire Council (NLC) and the Director of Finance of NHS Lanarkshire (NHSL) be continued.

### 4. VARIATIONS TO DIRECTIONS

Yes	<input type="checkbox"/>	No	<input checked="" type="checkbox"/>	N/A	<input type="checkbox"/>
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### 5. BACKGROUND/SUMMARY OF KEY ISSUES

- 5.1 The IJB and both partners continue to work closely with the Scottish Government, health and social care providers, employees, carers, Trade Unions, Staff Representatives and key stakeholders in response to the Covid-19 pandemic. This report provides an overview of the ongoing governance issues being addressed by the IJB and both partners.

### 6. CONCLUSIONS

- 6.1 The financial and operational implications of the unprecedented challenges of the Covid-19 pandemic and the associated risks are being closely monitored by the IJB and both partners, in consultation with the Scottish Government. The Lanarkshire Remobilisation Plan for 2020/2021 is currently being developed for submission to the Scottish Government on 26 February 2021.
- 6.2 The governance framework to further strengthen operational and financial controls within each locality is continuing to progress. This is an integral part of the implementation of the new structure.
- 6.3 Progress has been made in respect of the disaggregation of the mental health and learning disability hosted services budget. Discussions with the South Lanarkshire (SL) HSCP to agree strategic priorities and funding allocations are ongoing. The requirement to establish principles for the potential disaggregation of other hosted services in the future is also noted by both North Lanarkshire (NL) HSCP and SLHSCP. There are however no immediate plans to disaggregate any other hosted services at this stage.
- 6.4 The risks associated with the non-recurring investment opportunity to develop services to improve the cancer journey and support individuals with long term conditions will be considered further.
- 6.5 The development of the IJB Financial Plan 2021/2022 is being progressed in consultation with both partners.

## 7. UNPRECEDENTED CHALLENGES

- 7.1 A whole system approach to planning the emergency response to the Covid-19 pandemic continues to be adopted by the NLHSCP, the SLHSCP and NHSL. The emergency contingency planning arrangements of NLC and South Lanarkshire Council also continue to be aligned to support this integrated approach. The immediate priorities continue to be summarised as follows:
- Slow the spread of the virus and reducing the circulating levels to manageable levels within the Lanarkshire community by reinforcing the national guidelines on stay at home, only travel for key workers and socially distance. The Lanarkshire Communication Strategy is reinforcing this public health message.
  - Maintain care and support for as many people as possible within their own homes, which is a key principle of the Lanarkshire Mobilisation Plan. The principle of Home First is the priority.
  - Maximise the appropriate and effective use of the hospital resources for serious conditions in line with the Lanarkshire Remobilisation Plan.
  - Maintain the resilience of the community health and social care services including statutory services, independent contractors, private providers and the third and voluntary sector through the redeployment of staff, increasing existing staff capacity and the reliance on volunteers.
  - Maintain the capacity of resources to maximise the patient flow, minimise hospital admissions, maximise hospital discharges and maintain key essential services for vulnerable individuals – both existing individuals known to the partnerships and new referrals during the pandemic.
  - Align the available resources to best effect and maximise outcomes.
  - Maintain safe services and social care, clinical, medical and nursing standards.
  - Protect the workforce from the risk of contamination.
  - In order to continue to maintain essential services, implement Human Resource Strategies to support the emerging priorities for the workforce through the use of additional hours, overtime, bank staff, agency staff and redeployed staff (appropriately retrained and matched to tasks based on an assessment of competencies and experience).
  - Ensure new services established comply with all relevant legislative and regulatory requirements as necessary.
- 7.2 Organisational command and control structures will continue to be in place for each of the statutory partners. Internally, the Senior Leadership Team of each HSCP are participating on daily command virtual meetings and are directing the implementation of the local Mobilisation Plan and the Remobilisation Plan. Effective and ongoing communication is in place with the workforce, partners and the general public. A reporting structure is in place to enable staff, providers and GPs to raise issues. The Lanarkshire Resilience Partnership, which is multi-agency, has been stood up. Operational colleagues continue to work at speed to implement actions in line with the agreed Command structures within the Health Board, the Local Authority and the HSCPs.
- 7.3 In response to the Covid-19 pandemic, the projected costs for 2020/2021 across the health and social care services have been extremely volatile. Covid-19 outbreaks, absence levels, recruitment and staff redeployment in particular are challenging and this is adding to the uncertainty of cost projections. The impact of the variants of the Covid-19 virus also require to be taken into consideration. Cost projections will continue to be uncertain in 2021/2022 while the pandemic is ongoing. In respect of financial challenges, this period is, and will continue, to be unprecedented.
- 7.4 Additional funding has been made available by the Scottish Government in the current year 2020/2021. In terms of accounting for the available funding between the two financial years, it is anticipated that funding not fully drawn down from the Scottish Government in 2020/2021 can be transferred to IJB reserves, subject to appropriate approvals, to be drawn down in 2021/2022. This will ensure the critical services required during this ongoing emergency are uninterrupted and sustained until the impact of the Vaccination Programme takes effect.

## **7. UNPRECEDENTED CHALLENGES (CONT.)**

7.5 Helpfully, a flexible approach is being adopted in respect of the funding allocations in order to support front-line service delivery and to keep patients, residents, service users, staff and the general public safe. The financial and operational implications of the Covid-19 pandemic have been, and continue to be, significant. This is considered further at sections 8 and 9. In recognition of the fact that further costs will be incurred in 2021/2022 while the emergency response to the pandemic continues, the Scottish Government have asked for cost projections for next year to be submitted on 26 February 2021. This is considered further at section 10.

## **8. SOCIAL CARE PROVIDER SUSTAINABILITY PAYMENTS**

8.1 Since the beginning of lockdown on 23rd March 2020 the HSCPs have been supporting local social care providers by ensuring that reasonable additional costs, as they are aligned to Mobilisation Plans, are met through the National Principles for Sustainability and Remobilisation Payments to Social Care Providers. The original principles for sustainability payments to social care providers during the Covid-19 pandemic were developed by the Chief Finance Officer Network in May 2020. COSLA, Scottish Government and key partners regularly review the principles and the evolving Covid-19 situation to ensure that they are fit for purpose and service providers are supported to deliver a sustainable service. A revision to the principles was agreed by COSLA Leaders on 12 June 2020.

8.2 In August 2020, the National Principles for sustainability and remobilisation payments to social care providers during Covid-19 (v4) were developed by the Scottish Government and COSLA and covered the period from 23rd March 2020 to 30th November 2020. These arrangements were transitional and included the following principles:

- Care home occupancy payments were paid at 80% of the National Care Home Rate between 23rd March and the end of August 2020, thereafter tapering with 75% of voids caused by the continued impact of Covid-19 paid in September 2020, 50% in October 2020 and 25% in November 2020.
- The planned care approach for care and support and community-based services remained in place until the end of October 2020 to allow a transition period.
- Additional costs for personal protective equipment, infection prevention control and staffing related costs, in line with Scottish Government guidance, continued to be met in line with current arrangements and were subject to ongoing review and engagement with the sector.
- Social Care Staff Support Fund payments continued subject to extension of the regulations.

8.3 The transitional arrangements which were issued for the period between August 2020 and November 2020 were further developed. A working group of key stakeholders from across the sector met six times to identify the issues, consider evidence, and develop proposals for COSLA Leaders and Scottish Ministers. The group focused on three main areas:

- overall aim of funding support for the sector during the pandemic;
- clarity around additional costs that may be met; and
- streamlining the mechanism of payments and ensuring consistency in approach nationally.

8.4 Further guidance was subsequently issued that set out the following:

- The overall approach to financial support for social care providers relating to the Covid-19 pandemic from December 2020 to March 2021;
- The criteria that need to be met for financial support for care and support that cannot be delivered as a direct result of the Covid-19 pandemic;
- The approach to payment for financial support for care and support that cannot be delivered as a direct result of the Covid-19 pandemic;
- Categories of additional costs that may be met, where not met by other funding sources or payments for care and support that cannot be delivered as a direct result of Covid-19;
- Details of the approach to providing supporting evidence for costs; and
- Key principles for providers and commissioners relating to requesting and making payments.

## **8. SOCIAL CARE PROVIDER SUSTAINABILITY PAYMENTS (CONT.)**

8.5 The PFA Committee is asked to note that the guidance issued by the Scottish Government has been complied with by the NLHSCP on the understanding that the Scottish Government will meet all reasonable additional provider costs in line with the agreed Mobilisation Plan.

## **9. ADDITIONAL SCOTTISH GOVERNMENT FUNDING**

9.1 The Scottish Government is committed to providing funding for the health and social care sector for additional Covid-19 expenditure that has been incurred, recognising the exceptional efforts made by all who work in the sector to support people and providers during this period, and also the need to support sustainability of the sector.

9.2 Work is ongoing across the HSCPs to fully understand the financial implications of responding to the Covid-19 pandemic. On 15 January 2021, the total additional cost of responding to the pandemic was projected to be £22.384m (NLC- £15.986m; NHSL - £6.398m) for 2020/2021. These projected costs are summarised on the appendix.

9.3 On 5 February 2021, the Scottish Government confirmed a further funding allocation for NHS Boards and HSCPs to cover ongoing costs in relation to Covid-19. This followed a further review and scrutiny of Covid-19 spending in recent months and was in line with their planned approach to allocate a second tranche of funding early in 2021. This funding has been allocated in line with the following approach:

- Funding is allocated based on the financial position for 2020/2021 as reported in January 2021 by NHS Boards and Integration Authorities.
- This includes financial support for under-delivery of savings.

9.4 In November 2020, Adult Social Care Winter Plan Funding of £112 million nationally was announced for Integration Authorities to support social care through the Winter Plan. In December 2020, an initial tranche of £72 million nationally was distributed to Integration Authorities to meet the costs arising from sustainability payments, staff restriction policies and additional administration support, as well as Nursing Director support. In addition to the amounts allocated for Covid-19, the second tranche of £40 million nationally will also be provided to Integration Authorities. This funding is to be utilised to meet on-going sustainability payments and staff restriction policies, as set out in the Winter Plan.

9.5 In respect of 2021/2022, a further £14 million nationally of funding for Nursing Director support is being provided on a recurring basis.

9.6 In view of the ongoing financial pressures in relation to Covid-19, along with the need to ensure ongoing financial sustainability across the social care sector, the allocation letters include funding of £100 million nationally to be passed on to Integration Authorities. This is to support ongoing Covid-19 costs, including new ways of working developed in year, and additional capacity requirements.

9.7 A further £20 million nationally of Community Living Change Funding is also being allocated to Integration Authorities. This is to support discharge from hospital of people with complex needs, to support the return to Scotland of those placed in care in the rest of the UK and costs associated with the redesign of service provision in order to avoid future hospitalisation and inappropriate placements.

9.8 £57.5 million nationally is being allocated to Integration Authorities in respect of the outstanding balances on the Primary Care Improvement Fund, Mental Health Strategy Action 15 Workforce, and Alcohol and Drugs Partnerships. This represents the funding on the three programmes set out previously by the Scottish Government.

## **9. ADDITIONAL SCOTTISH GOVERNMENT FUNDING (CONT.)**

- 9.9 Whilst the funding is allocated to NHS Boards, it is expected that the relevant funding shares are passed to Integration Authorities to ensure delivery of a balanced Covid-19 financial position. The detail of the funding allocation is currently being worked through by the NHSL Director of Finance, the NLC Head of Financial Solutions and the IJB Chief Financial Officer. On completion of this exercise, an update will be reported to the IJB and both partners.
- 9.10 There is a risk that there may be a time lag between costs being incurred by external care providers and invoices being submitted to the relevant partner to recover funding. Whilst every effort is being made to progress this before the year-end, this anticipated delay will be one of the factors which will contribute to the requirement to transfer the Covid-19 funding to the IJB reserves. The payment will then be processed in 2021/2022 on receipt of invoices as appropriate. This will ensure ongoing service sustainability during the pandemic over the year-end.
- 9.11 The PFA Committee is asked to note the receipt of the additional funding from the Scottish Government as highlighted above. This funding is being allocated via the partner NHSL.
- 9.12 The PFA Committee previously delegated authority to the Chief Officer to agree the specific allocation of the funding in consultation with the IJB Chief Financial Officer, the Head of Financial Solutions of NLC and the Director of Finance of NHSL. The PFA Committee is asked to endorse the continuance of this delegated authority. The allocation of the Covid-19 funding will be included within the 2020/2021 financial monitoring report to the PFA Committee and the IJB for formal approval retrospectively.
- 9.13 The costs incurred as a result of the pandemic will continue to be monitored in partnership with the Scottish Government and will be included in future financial monitoring reports to the IJB and the PFA Committee.

## **10. LANARKSHIRE REMOBILISATION PLAN**

- 10.1 At the outset of the pandemic, Response, Redesign and Recovery groups were established in both NHSL and NLC, with the NLHSCP and the SLHSCP feeding into both structures. This enabled officers to sign off all clinical, care, financial and staff governance elements of the approach adopted before formal approval by the IJB and both partners. Further information on the partner structures and the pan-Lanarkshire HSCPs' Recovery Group was included in the report to the IJB on 26 May 2020. The PFA Committee was advised that the health and social care recovery process, by necessity, would be a slow process and public expectations would need to be managed.
- 10.2 The current Lanarkshire Remobilisation Plan, which was submitted at the end of July 2020, covered the period August 2020 - March 2021. The next iteration of the Lanarkshire Remobilisation Plan is currently being compiled and covers the period from April 2021 to March 2022. This is a one-year Annual Operating Plan for 2021/2022 and will be "signed off" between NHS Lanarkshire and the Scottish Government. This plan will also include the response by each HSCP and will reflect national guidance and policy frameworks.
- 10.3 There are a range of complexities which must be considered when planning ahead in the current circumstances not least of which is the significant and immediate pressures that are currently being balanced. Resources at this time are currently stretched. In recognition of this the Scottish Government has advised that the updated Lanarkshire Remobilisation Plan should therefore focus on a core set of key priorities and areas of activity as outlined overleaf:

## 10. LANARKSHIRE REMOBILISATION PLAN (CONT.)

10.3 cont.

1. Supporting Staff Wellbeing
  2. Living with Covid
    - A sustainable longer term vaccination programme
    - Maintaining and extending the testing programme
    - Supporting the safe provision of adult social care
  3. Delivering essential services
    - Redesign of urgent care
    - The key role of Primary and Community-based Care
    - A whole system approach to Mental Health and Wellbeing
    - Planned Care and Clinical Prioritisation
    - Patient Experience
    - Addressing Inequalities and embedding Innovation
    - A sustainable workforce
    - Finance and Capital
- 10.4 When it is possible to adopt a more 'business as usual' approach, the intention is to take a longer-term view and many of the initiatives and transformations which are being developed and embedded now will have implications for the future shape of health and care services. The response outlined in the Lanarkshire Remobilisation Plan is likely to be the framework for that longer term planning.
- 10.5 The Lanarkshire Remobilisation Plan and the Financial Plan in respect of the Covid-19 emergency response will both be returned to the Scottish Government on Friday 26th February 2021. These returns are required to include relevant assumptions and key risks, as appropriate. Feedback from the Scottish Government will be given by Monday 15th March 2021. These returns will also be the basis of the financial monitoring arrangements in 2021/2022.
- 10.6 The partners continue to meet to ensure a co-ordinated, effective and responsive approach. The IJB continues to play a central role to support the partners with the strategic direction and the decision making required. Officers will continue to adopt a pragmatic approach during the pandemic. A special meeting of the IJB can also be convened if necessary to consider urgent items of business which are not covered by existing directions, the IJB Scheme of Delegation, the IJB Financial Regulations or authorities currently delegated to the IJB Chief Officer.

## 11. GOVERNANCE FRAMEWORK – OPERATIONAL AND FINANCIAL

- 11.1 The North Lanarkshire Integration Review and Self-Assessment report to the PFA Committee on 17 February 2021 provides an update on the implementation of the new operational structure. The new structure has been implemented on 4<sup>th</sup> January 2021 and the new Head of Adult Social Work has commenced in post.
- 11.2 A short-life Programme Board is in place to coordinate and support the new structure. Each unit/sector will complete an implementation plan for 2021/2022 by March 2021. This will finalise the meeting structures within each unit/sector. The corporate meeting structures for the HSCP have been reviewed and finalised. Job descriptions and job roles have been updated in conjunction with both HR teams and new posts out to advert. A session has been planned for 22 February 2021 to agree the operational and financial governance arrangements to be embedded within the new structure. Each locality will have a Support, Care and Clinical Governance Sub Committee. The 2021/2022 Strategic Commissioning Plan will be aligned to each locality as appropriate and each locality's performance outcome will be monitored. Financial governance is a key priority which will be embedded through monthly financial monitoring meetings.

## **11. GOVERNANCE FRAMEWORK – OPERATIONAL AND FINANCIAL (CONT.)**

- 11.3 The updated Integration Scheme was approved by the IJB and partners in March 2020. Due to the pandemic, the public consultation was delayed but is now ongoing for a period of four weeks, ending on 28th February 2021. Once the public feedback is taken into consideration, the Integration Scheme will be submitted to the Cabinet Secretary for final approval.
- 11.4 The main outstanding action from the Integration Review is the consideration of the options to improve the interface between strategic and operational finance functions. Discussions have taken place between the 3 partners however no final decision has been made as it was agreed to delay this element of the review during the Covid-19 pandemic due to other priorities.

## **12. MENTAL HEALTH AND LEARNING DISABILITY HOSTED SERVICE BUDGET DISAGGREGATION**

- 12.1. Prior to the creation of IJBs, the Mental Health and Learning Disability (MHL) services were provided on a pan Lanarkshire basis, managed by the Director of the North Community Health Partnership (CHP). The Health Board had consolidated mental health services in this way around a decade previously to get economies of scale in specialist teams, facilities and management structures which in turn raised the standard of provision across Lanarkshire.
- 12.2 When the IJBs were created the opening budget was set with reference to the historic budgets, which overall had been demonstrated as covering historic expenditure. Budgets were not allocated on an NRAC basis.
- 12.3 It was decided that a number of services would remain on a pan Lanarkshire basis and be hosted by one IJB. This included Primary Care, MHL services, various AHP services and more. MHL was to remain hosted by the North Lanarkshire IJB. The opening budget was therefore based on the historic budget previously held by the North CHP.
- 12.4 While there were elements of the budget that could be tracked back to provision in a defined geographical locality, the majority of the budget was for a pan Lanarkshire provision for which there is no data on respective use by postcode. In 2017/2018, the MHL Hosted Service budget totalled £59.756m as follows:

Hub	£45.481m	76%	N/A
NLHSCP locality teams	£8.227m	14%	58%
SLHSCP locality teams	£6.048m	10%	42%
Total	£59.756m	100%	100%

- 12.5 The services in the Hub, for which postcode data on use is not available, totalled £45.481m in 2017/2018 and include the following:

- Adult Inpatient Wards
- Older Adult Inpatient Wards
- Learning Disability Inpatient
- Forensic Inpatient
- Psychotherapy Services
- Adult/Older Adult Liaison Service
- Medical Staff
- Custody Healthcare
- Rehab & Recovery Service Inpatient & Community Service
- ICU
- Advanced Nurse Practitioners
- Learning Disability Community Services
- Forensic Community Services
- The Eating Disorder Service
- Care Home Liaison
- Early onset dementia
- MAPPA
- Specialist Psychology Services (Older People, Forensic, Clinical Health)

## **12. MENTAL HEALTH AND LEARNING DISABILITY HOSTED SERVICE BUDGET DISAGGREGATION (CONT.)**

- 12.6 In 2018, the NLHSCP was progressing the MHL D restructure ahead of the SLHSCP. In order to facilitate this, NLHSCP moved their own locality team elements of the MHL D budget out of the central hosted service and into the respective NLHSCP locality structures. The relevant budgets, which were already in place from 1 April 2016, were therefore transferred from the Hosted Service budget to the NLHSCP directly managed locality budgets on the basis of the existing commitments. There was no impact on service provision or existing budget allocations for either the NLHSCP or the SLHSCP and service stability was maintained. At the time of discussing this, NHS Lanarkshire Finance colleagues highlighted that the historic budgets for locality teams did not follow the population splits for North and South Lanarkshire. This ensured there was complete transparency in respect of any proposed movement of budget from the Hosted Service. The SLHSCP budget continued to be held centrally in the MHL D hosted service budget led by North Lanarkshire IJB. The SLHSCP are now progressing with their restructure.
- 12.7 Although the NLHSCP MHL D staff have been moved out to localities, this was progressed on the understanding that the allocation of staff and budgets was on the historical basis and that, subject to ongoing discussions in respect of the Mental Health Strategy for Lanarkshire, the opportunity to realign budgets in the future between the NLHSCP and the SLHSCP may be identified and jointly agreed.
- 12.8 This is the first Hosted Service where part of the budget is being realigned to the directly managed locality budgets. The two key principles being considered by officers are as follows:
- Maintain existing services, particularly during the Covid-19 pandemic, and
  - Allocate the funding fairly between the IJBs.
- 12.9 The guiding principles in respect of the disaggregation of Hosted Services funding are still to fully evolve and the experience in respect of this first Hosted Service will help to inform future approaches. It would also be helpful to learn from the experience of other HSCPs. There are no imminent plans to disaggregate any other North Lanarkshire IJB or South Lanarkshire IJB Hosted Service at this stage.
- 12.10 The current position is therefore that there is a joint acknowledgement by the IJB Chief Officers that the locality team budgets reflect the historic provision in each locality rather than a population share. It is also accepted traditionally that moving any body from a historic position to an NRAC share can only be achieved incrementally and mutually agreed plans would require to be in place to support any proposed change in the funding basis. When the Scottish Government move NHS Boards closer to parity it is never done by withdrawing funding from another Board and so happens very slowly. It is also acknowledged that moving forward, key priorities for the MHL D services will continue to be jointly agreed through the Mental Health Steering Group meetings which includes representatives of both the NLHSCP and the SLHSCP. This should take into consideration local priorities, the performance outcomes for each HSCP and the guiding principles in respect of the NRAC allocations. This Mental Health Steering Group will propose recommendations to each IJB as appropriate in respect of the allocation of future recurring funding for MHL D Services.
- 12.11 As the current priority continues to be addressing and recovering from the Covid-19 pandemic, a pragmatic approach to the MHL D funding allocations will be recommended to each IJB as part of their consideration and approval of the IJB Financial Plans for 2021/2022.

### **13. NON-RECURRING INVESTMENT OPPORTUNITY**

- 13.1. A non-recurring investment opportunity is being discussed with Macmillan Cancer Support to consider the establishment of the Improving Cancer Journey (ICJ) Service across Lanarkshire. The Macmillan ICJ Service is established in Glasgow, Dundee, Fife, Renfrewshire and West Dunbartonshire. The ICJ service is currently being introduced across Lothian. The discussion with Lanarkshire officers, which was delayed due to the Covid-19 pandemic, is at an early stage.
- 13.2 An independent evaluation by Edinburgh Napier University concluded that the Glasgow ICJ has had a positive impact on the patient's experience and the clinician's effectiveness and reaches and supports the people who need it the most. There are higher incidences of cancer in areas that are most deprived. 65% of Glasgow residents live in areas classed as SIMD 1 and 2. A similar percentage (66%) of the letters sent by Public Health Services (representing the prevalence of cancer) go to areas SIMD 1 and 2. However, 76% of the people who receive support from ICJ live in SIMD 1 and 2. This increase is accounted for by a greater uptake in the most deprived group, SIMD 1.
- 13.3 In respect of this investment opportunity, there could be economies of scale from a pan-Lanarkshire approach. The funding opportunity could also be aligned to the work in respect of Palliative Care Services, which is a hosted service led by South Lanarkshire IJB. 20% of patients supported by the Macmillan Glasgow ICJ were receiving palliative care. There may be an opportunity to extend the ICJ approach to other service areas supporting people affected by long term conditions, co-morbidities and addictions and also high resource users. The main concern is that the funding provided by Macmillan is non-recurring. If the service is established, it would be difficult and reputationally damaging to withdraw it when the non-recurring funding is exhausted.
- 13.4 An update on the conclusion of the evaluation of the investment opportunity will be provided to the IJB at the earliest opportunity.

### **14. IJB FINANCIAL PLAN 2021/2022**

- 14.1 The IJB and both partners have a responsibility to set a balanced budget in advance of 1 April 2021. It is also good practice to update the IJB Medium to Long Term Financial Plan as necessary. This will support the strategic planning process to manage significant financial risks particularly in relation the ongoing Covid-19 pandemic, withdrawal from the European Union, demographic growth and financial constraints.
- 14.2 The IJB Financial Plan 2021/2022 is being developed in consultation with both partners. The indicative Financial Settlement for 2021/2022 was issued by the Scottish Government on 28 January 2021. The immediate priority of the budget for 2021/2022 is to support the response to the Covid-19 pandemic and to take forward delivery of the key ambitions set out in the Programme for Government. The indicative settlement may be subject to amendments agreed through the Scottish Parliament's Budget Bill process and may also require to be updated to reflect the UK Government's Budget on 3 March 2021.
- 14.3 The key principles of the IJB financial planning process to be considered in setting a balanced budget for 2021/2022 are outlined in the IJB Medium to Long Term Financial Plan report to the PFA on 17 February 2021. The IJB Financial Plan 2021/2022 will be presented to the IJB on 23 March 2021 for approval.

### **15. IMPLICATIONS**

#### **15.1 NATIONAL OUTCOMES**

This report relates to all national outcomes as effective governance arrangements will ensure that the IJB can fulfil its statutory duties. Proposed service models will require to be reflected in the IJB Strategic Plan and enacted through IJB directions.

**15. IMPLICATIONS (CONT.)**

**15.2 ASSOCIATED MEASURE(S)**

None.

**15.3 FINANCIAL**

15.3.1 This paper has been reviewed by Finance:

Yes	<input checked="" type="checkbox"/>	No	<input type="checkbox"/>	N/A	<input type="checkbox"/>
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15.3.2 The main financial risk associated with the IJB is that one or both partners may incur additional expenditure in response to the Covid-19 pandemic which may not be fully met from additional Scottish Government funding. This risk continues to be monitored and will be updated.

**15.4 RISK ASSESSMENT/RISK MANAGEMENT**

All key risks have been identified and are regularly assessed as part of the review of the IJB strategic risk register. In particular, following the confirmation of the additional funding from the Scottish Government to address the additional Covid-19 costs in 2020/2021, this risk will be updated. It is noted that the additional funding also now includes funding to address the underachievement of planned savings.

**15.5 PEOPLE**

There are no direct employee implications associated with this report at this time. Staff, patient and service user engagement, relationships and communication will continue to be key priorities during the pandemic.

**15.6 STAKEHOLDER ENGAGEMENT**

Stakeholder engagement is being undertaken as appropriate.

**15.7 INEQUALITIES & FAIRER SCOTLAND DUTY**

EQIA Completed & Fairer Scotland Impact Assessment Form Completed:

Yes	<input type="checkbox"/>	No	<input type="checkbox"/>	N/A	<input checked="" type="checkbox"/>
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**15.8 EQUALITY AND DIVERSITY IMPACT ASSESSMENT / FAIRER SCOTLAND DUTY**

Assessment Completed:

Yes	<input type="checkbox"/>	No	<input type="checkbox"/>	N/A	<input checked="" type="checkbox"/>
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**15.9 CARBON MANAGEMENT IMPLICATIONS**

Yes	<input type="checkbox"/>	No	<input type="checkbox"/>	N/A	<input checked="" type="checkbox"/>
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**16. BACKGROUND PAPERS**

None

**17. APPENDIX**

Mobilisation Plan Projected Costs As At 15 January 2021

Appendix



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CHIEF OFFICER (or Depute)

Members seeking further information about any aspect of this report, please contact Marie Moy on telephone number 01698 453709.

## Mobilisation Plan Projected Costs As At 15 January 2021

## Appendix

<b>H&amp;SCP Costs</b>	<b>2020/2021 £m</b>
Delayed Discharge Reduction- Additional Care Home Beds	0.869
Personal protective equipment	1.240
Additional S+B26staff Overtime and Enhancements	4.337
Additional temporary staff spend - Student Nurses & AHP	0.862
Additional temporary staff spend - Health and Support Care Workers	2.455
Additional costs for externally provided services (including PPE)	6.056
Mental Health Services	0.926
Additional FHS Prescribing	0.978
Community Hubs	1.829
Other community care costs	0.388
Loss of income	0.377
Equipment & Sundries	0.102
Prison Healthcare Costs	0.002
Staffing support, including training & staff wellbeing	0.100
Winter Planning	0.364
Chief Social Work Officer - additional responsibilities	0.038
Other - Hospital At Home	0.592
Other - Care Homes	0.022
Offsetting cost reductions - HSCP	(0.616)
Expected underachievement of savings (HSCP)	1.463
<b>Total</b>	<b>22.384</b>