

MEETING:	IJB
DATE:	WEDNESDAY 23RD MARCH 2021
TIME:	2.00PM
VENUE:	MS TEAMS

PRESENT :	<p>NHS Lanarkshire: Dr A. Osborne (Chair), Mr B Moore, Mrs M. Morris</p> <p>North Lanarkshire Council: Councillors P Kelly (Vice Chair), Cllr J Logue, Cllr J Linden, Cllr M Gallacher</p> <p>Stakeholder Representatives: Mr H Robertson, North Lanarkshire Carers Together, Dr T Smyth, GP representative; Ms M Halliday, Chief Executive, VANL; Mr J Watson, Trade Union representative, Unison NLC,</p> <p>Board Members: Mr R McGuffie, Chief Officer; Miss M Moy, Finance Officer (S95); Dr Lucy Munro, Medical Director, Mrs T Marshall, Nurse Director</p> <p>IN ATTENDANCE Mrs M Dendy, Head of Performance, Planning and Quality Assurance; Mrs C Jack, IJB Board Secretary; Mrs J Arthur, IJB Admin Support (minutes); Mr T Moan, Partnership for Change Development Worker; Mrs H Knox, Chief Executive NHS Lanarkshire; Mrs S Simpson, OD Lead; Mr M Dell, Communications Manager; Ms D Fraser, Head of Adult Social Care; Ms L McDonald, NHSL Non Exec Board member; Mr A Boyle, NHSL Non Exec Board member; Ms M Thomson, Head of Health; Mr D Murray, Chief Executive North Lanarkshire Council; Mr E Dickson, Audit Scotland; Lesley McDonald, Non Exec Director NHSL, Ally Boyle, Non Exec Director, NHSL.</p>
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Apologies:	Mr P Campbell, Non Exec Director, NHSL Ms A Gordon, CSWO Mrs L Seaton, Partnership for Change (service user representative)
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1. Welcome and Apologies

Dr A Osborne welcomed everyone to today's meeting and introduced Ms Lesley McDonald and Mr Ally Boyle, NHSL Non Exec directors, who would be joining the IJB later in the year as members. Dr Osborne also welcomed Ms Diane Fraser, Head of Adult Social Care, to her first meeting since taking up post.

2. Declarations of Interest

No declarations of interest were noted.

3. Minutes of IJB: 09.12.20

Minutes agreed and approved.

4. 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.

- Integration Scheme Review – this was previously presented to the IJB and approved. A period of public consultation then followed ending on 28th February 2021. No further comments were received therefore the revised Integration Scheme can be noted as fully approved. There were some actions as a result of the integration review which are being actively progressed and monitored via the Performance, Finance & Audit Committee therefore item 2 on the action log can be considered as completed.
- Review of IJBs – Mr McGuffie advised that a review of Head of Service level posts within NLC is being undertaken and the Chief Officer post will be aligned with exec level in NLC. An update will be brought back later in year.

Ms Jack noted that further updates to actions would be scheduled for future meetings in keeping with the agreed timescales.

5. Risk Register

Ms C Jack shared a report providing a summary on risk management activity and the current IJB risk register, noting any amendments or additions to the current risk register. At the last meeting of the Performance, Finance & Audit Committee (PF&A), a review of all finance and audit risks had been undertaken which had concluded that there were no material recommendations for the IJB to approve in respect of those risks directly overseen by the PF&A however it is anticipated that this will change at the next meeting of the PF&A in May and approved at the IJB in June. Ms Jack reminded the committee that the IJB Risk Register is still very much developing and strategic planning and performance risks still required to be identified and added to the risk register.

Mr B Moore made reference to the recovery of performance in 20/21 and suggested we need to consider 21/22 in a few months' time. Ms Jack agreed this would be appropriate.

Decided - the IJB agreed the following recommendations -

- The IJB noted the contents of the report which included; the latest version of the IJB risk register, the list of Covid related risks and a note of risks from partner agencies that impact upon delivery of IJB business.

- The IJB approved the IJB Risk register, noting that the Performance, Finance & Audit Committee (PF&A) reviewed the finance risks contained within the IJB Risk Register at its last meeting in February 2021. The mitigating actions have been updated however the PF&A concluded that there was no material change to the risk rating at that point.
- The IJB is asked to ensure that risks are developed and added to the IJB Risk Register across the whole range and remit of the IJB business including strategic planning.

6. Localising Community Mental Health Delivery

Mr R McGuffie shared a report to seek approval for the move of Community Mental Health Teams into locality management structures in North and South Lanarkshire to deliver more effective integrated partnership working between health and social care within both primary and secondary care services. This paper would also be shared with colleagues in South Lanarkshire H&SCP though mental health services are hosted in North. Work has been done to look at alignment of this with locality structures to have improved synergies and joint working.

As part of the integration review, it was proposed that some services would be moved to be operationally managed in localities. The report highlighted the services managed within the Mental Health and Learning Disability (MH&LD) Hosted Service. While the operational management of the Nursing component of the Community Mental Health teams aims to pass over to the locality management teams in both partnerships, through the hosted service arrangements the MH&LD unit would still provide professional support, clinical governance and oversight of the community teams. Mr McGuffie explained how this would work and the budget implications of the change. The report noted the current funding split which were based on historical allocations at the outset of the IJBs, rather than on NRAC or population shares. Service budgets and locality splits have largely been based on demand and equalisation of waiting times to ensure as equitable a service as possible across locality areas. At time of transfer the CMHT budgets remain allocated on a historical basis and these allocations will be built into the 2021/22 financial plans for both IJBs. Further discussions will take place post-pandemic to review the allocated budgets and will also go to South IJB for approval. If approval is given by both North and South IJBs, there will be an update to Directions to reflect this. As part of the end of year budget process, it is also proposed that an ear marked reserve be created for Mental Health services, with the Mental Health Strategy Board coordinating its use. This would be used to support both partnerships in the delivery of the Lanarkshire strategy and to further the recovery and development of Mental Health and Learning Disability services post pandemic. These proposals will be built into future finance reports for formal approval.

Ms M Morris commented on this being a proposal arrangement, that South will have a new Chief Officer and that the report mentions management posts are currently only on a fixed term basis. Mr McGuffie advised that we are working through a range of service developments. The rationale for the fixed term posts is for South to have transitional arrangements in place, with an ongoing piece beyond that to look at whether that becomes a recurrent post or sits within their existing structure. Ms Moy appreciated the concerns around these being fixed term posts and noted that staff were actually in substantive posts but have been aligned to these posts to take the work forward.

Ms H Knox was very supportive of the direction of travel. In terms of governance, as this will be a change in Directions, she asked if this could be flagged to the next NHS Board meeting.

Ms Moy confirmed that work was ongoing on the year end projections and there were a number of priorities to be considered in terms of agreeing an amount in principle. Once agreement has been reached, an update will be brought to a future meeting. Ms Moy asked IJB members to note we have now met our obligations under the requirement.

Decided: The IJB agreed the following recommendations -

- Approved the implementation of Locality management of Community Mental Health Teams;
- Noted the ongoing implementation process in the South Lanarkshire HSCP;
- Noted the commitment to further discussions around the principles for disaggregation of any elements of hosted services;
- Approved in principal the creation of an ear marked reserve, with asks to be coordinated by the Mental Health Strategy Board for approval by the North IJB, to support the ongoing recovery and development of Mental Health services in line with the Lanarkshire strategy, post pandemic. Details will come for formal approval in future finance reports;
- Update directions to NHS Lanarkshire to change budget and operational delivery of CMHTs from the Mental Health and Learning Disability Unit to the partnership locality management teams.

7. IJB Records Plan

Ms Jack shared a report providing an update on the development of the IJB Records Management Plan prepared in line with the requirements of the Public Records (Scotland) Act 2011. Ms Jack reminded members that the IJB previously approved a draft version prior to submission to the Keeper of Records and this paper was to advise that the plan had been formally approved by the Keeper. The Keeper has highlighted a number of areas of improvement or where further evidence needs to be provided.

Decided: The IJB agreed the following recommendations -

- The IJB noted that the Keeper of the Records (Scotland) has formally approved the IJB Records Management plan that was submitted in June 2020.
- The IJB noted the assessment of the Keeper of the Records as outlined in Appendix 2 of the report, noting the areas highlighted for improvements or further evidence.
- The IJB delegated responsibility to the Chief Officer to ensure that the Records Management plan is regularly reviewed and updated in line with the Keeper of the Records (Scotland) recommendations.
- The IJB noted that the IJB RMP has been made publicly available on the H&SCNL website.

Dr Osborne thanked Ms Jack for the significant work undertaken in order to ensure that the IJB Records Plan had been completed to the standard required.

8. Covid Update

Mr McGuffie shared an update, key points highlighted –

- There is a significant positive change in figures. In January 2021, there were upwards of 300 Covid positive patients in hospitals. As at 22nd March, there were 36 Covid positive patients in hospitals. This improvement was supported by the successful roll out of the vaccination programme.
- Care Homes continue to be closely supported with both doses of the vaccination now complete in homes. Lateral Flow Testing is also being done and significant progress is being made. There are currently only two care home outbreaks at the moment, neither in North Lanarkshire.
- A new model of Planned Date of Discharge was trialled in University Hospital Hairmyres which had a sustained impact on delayed discharge performance. Work is now underway to roll this out across University Hospital Wishaw and University Hospital Monklands. Since November last year we have made significant progress to improve this position and delays have reduced from around 125 to 50.
- To date, 280,828 people have had their first vaccination, with a total of 302,404 vaccinations undertaken overall (including 2nd doses). The report described the various cohorts and as at

9th March, the majority of cohort 6 (all individuals aged 16 to 64 in an at-risk group and Unpaid Carers) is complete.

Mr Moore commented on a very positive report, specifically noting that the relationship and monitoring of Care Homes had changed significantly due to Covid and asked what this was likely to look like going forward. Mr McGuffie advised that there was ongoing dialogue with Scottish Government on this. For the 21/22 financial year, the intention was to continue enhanced support. There was growing emphasis nationally around putting something more sustainable in place. Ms T Marshall advised that a national clinical model group was preparing a report to the Cabinet Secretary that should provide some direction going forward. Care Homes have been through a very tumultuous period which has been very traumatic and support is still required from a clinical and operational point of view.

Dr Osborne acknowledged this and thanked all staff on behalf of the IJB for their continued hard work.

Decided: The IJB agreed the following recommendations -

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

9. Remobilisation Plan 2021-22 and SCP Programme of Work 2020-23

Ms M Dendy shared a report noting the progress on the remobilisation plan and the subsequent updating of the Programme of Work for the North Lanarkshire Health and Social Care Partnership. The report explained how remobilising services groups were established in both NHSL and NLC with both North and South H&SC partnerships feeding into these and the sign off process for this prior to submission to Scottish Government on 26th February. This was a whole system approach using learning from the Pandemic. Scottish Government advise was that the plan focus on -

1. Supporting Staff Wellbeing
2. Living with Covid
3. Delivering essential services

To align the remobilisation plan detail with the Strategic Commissioning Plan 2020-23 and Programme of Work, the Strategic Leadership Team are currently engaged in the completion of service reviews for areas of responsibility within the revised structure. There is a risk added in relation to the ability to achieve all aspects of the Strategic Commissioning Plan.

Mr Moore thanked Ms Dendy for this helpful report. He noted that the IJB did not have a locus in relation to accommodation and asked if there was any impact on staff in terms of the rationalisation of accommodation within North Lanarkshire Council. Ms Dendy advised this was being worked through as a whole system approach with a commitment to ensure a local and consistent response.

Mr J Watson noted that affected staff are reporting that they feel very anxious in relation to the accommodation situation, particularly those who cannot work from home. He noted concerns had been raised at branch level by localities, including staff in Cumbernauld where there does not appear to be a locality based front line service. This had been raised with the various political parties and H&SCNL management. Mr McGuffie advised that work was being done to address concerns. The key point to note is that there is a commitment to having a local delivery base in each locality in future and this is being worked through to ensure needs are met. Both NLC and NHSL are working through home working policies etc. with active workstreams under way. Further information would be shared when available.

Dr Osborne noted that the remobilisation plan had been submitted and asked for the timeline for sign off following alignment with the Strategic Commissioning Plan. Ms Dendy advised that the aim was to complete this by the next IJB in June.

Decided: The IJB agreed the following recommendations -

- Noted the North Lanarkshire Health and Social Care Partnership Remobilisation Plan;
- Noted that work was ongoing to populate the detail of the Programme of Work supporting the Strategic Commissioning Plan 2020 – 23
- Noted that further detail would be brought to the IJB.

10. IJB Category 1 Responders

Mr McGuffie shared a report noting that, since written, it has been confirmed formally that the IJB will be a Category 1 responder from 17th March. An exercise is now being undertaken to work through the practicalities of what this means. Across Scotland, there is a variance in involvement but in Lanarkshire, Health Social Care North Lanarkshire has been fully involved in all aspects with NHSL and NLC so this should be more around consolidation of current processes. A session for Chief Officers with national resilience leads is being held and there will also be a further session with the Local Resilience Partnership. A further update paper will be brought to the IJB to advise how we will cover all the requirements of the report and will include an update on what the impact will be locally. Clarity is needed on whether we need our own plan or can link to NHSL and NLC plans.

Decided: The IJB agreed the following recommendations -

- Noted the conclusion of the Scottish Government consultation, which confirms IJBs as Category 1 Responders.
- Noted that an exercise is now underway in conjunction with local partners to agree the best way forward to ensure the IJB is able to meet all aspects of the role
- Requested that a further update report be brought back to the IJB following conclusion of the above exercise.

11. Independent Review of Adult Social Care in Scotland

Ms D Fraser shared a report updating the IJB on the recommendations published from the Independent Review of Adult Social Care in Scotland. Ms Fraser summarised some of the key points from the review and of the main findings and recommendations.

Discussion followed on next steps noting the forthcoming elections and the impact of a new government and revised priorities.

Mr Moore commented that there were some positive recommendations in the report, though he is unconvinced by some of the proposals and felt there was a lack of evidence base in the report. It appears to fundamentally be about a centralisation of resources. Mr Moore welcomed the work that would take place in line with these recommendations.

Ms Halliday welcomed that the report reaffirmed the vital contribution of carers, noting that it was helpful that this message was reinforced. There was a lot in the report to be welcomed but there was a challenge around funding and how it would flow to local level to realise ambitions.

Mr Watson advised that Unison broadly welcomed sections of the report especially around contracts, pay etc. He noted concerns around the amalgamation of SSSC with the Care Inspectorate. The report also raises issues around those who are lower paid and was very interested to see how the IJB would procure contracts in future. He also noted that the report highlights Unison's ethical charter.

Dr Osborne thanked Ms Fraser for the report, noting that, at this point, there had not been a request to formally collate views. The review was reported to Scottish Government and recommendations accepted but next steps would not be known until after the May elections.

The paper proposed that the Chief Officer, in collaboration with the Strategic Leaders Group could bring to a future IJB, an analysis of the recommendations of the report against the progress of H&SCNL. Mr McGuffie advised it was key this be done whole system as cohesively as possible. He noted that through the national Chief Officers group, there was a desire to carry out a mapping exercise to identify which partnerships had already made significant progress, with a view to buddy arrangements and best practice to sharing learning and development ahead of any formal announcement. The aim would be to report back to the IJB to set out our own position, possibly for June.

Decided: The IJB agreed the following recommendations:

- noted the content of the report;
- agree to further reports being presented once the Scottish Government outlines its response to the recommendations.
- agreed that the Chief Officer provide an analysis of the Feeley recommendations against Health & Social Care North Lanarkshire service models and strategic plans at a future meeting.

12. Alcohol and Drug Partnership

Ms Dendy presented a paper providing information on the North Lanarkshire Alcohol and Drug Partnership (ADP).

- The North Lanarkshire ADP was established in late 2019 following the disaggregation of a Pan-Lanarkshire ADP. This is a maturing structure with a significant amount of work ongoing.
- The NLADP has in place financial planning and monitoring processes to support transparency and accountability in commissioning.
- The NLADP commissioned a scoping study undertaken by Scottish Families Affected by Alcohol and Drugs to look at the impact on families. The Scottish Drug Forum have also provided Development Days and North Lanarkshire held this over two days in December 2020. The final report informs the strategic direction of the NLADP building on strengths and addressing areas of improvement. Both studies, along with the robustness of the commissioned work put us in a good position for developing the ADP strategy which remains outstanding.
- Following some recruitment difficulties, a recommendation of appointment for an NL ADP lead has been made which will strengthen the team considerably.
- A further report will be brought to the next IJB in June to update and will be referenced in the Programme of Work.

Ms Morris welcomed the report especially the focus on early interventions and person centred care, noting the effects on families are huge. The NHSL Population Health committee will also have a strong overview on this.

Ms Halliday noted that the focus on prevention is generally a fraction of what is spent on other aspects. Ms Dendy welcomed any local or national studies to reflect within the strategy in addition to the other work being done.

Decided: The IJB agreed the following recommendations

- Noted the multi-agency commitment required to achieve the anticipated outcomes set within the Strategic Direction of the ADP.
- Noted that the Strategy and Commissioning plan will be brought to the June IJB.

13. Finance Monitoring Report

Ms M Moy shared a report providing a summary of the financial position of the North Lanarkshire Health and Social Care Partnership (HSCP) for the period from 1 April 2020 to 28 February 2021 (Health Care Services) and 5 February 2021 (Social Work and Housing Services).

The financial position as at February 2021 is a net underspend of £25.408m and is summarised as follows:

- an underspend of £17.934m on health care services
- an underspend of £7.474m on social care and housing services

The financial position as at 31 March 2021 is projected to be a net underspend of £28.397m and is summarised as follows:

- an underspend of £19.564m on health care services
- an underspend of £8.833m on social care and housing services

The main factor contributing the significant movement in the projected underspend of £22.452m has been the confirmation of additional Scottish Government funding in January 2021 and February 2021 totalling £15.026m, all of which is non-recurring.

The Covid-19 pandemic has created significant financial management and financial planning challenges for both partners and the IJB. These challenges have centred around the difficulties in predicting the costs associated with the response to and recovery from the Covid-19 pandemic and the constantly evolving funding allocations from the Scottish Government.

A prudent approach was adopted by both partners throughout the financial year 2020/2021 in respect of reporting variances pending confirmation of additional Scottish Government funding for the Lanarkshire Mobilisation Plan. Between December 2020 and February 2021, the underspend in respect of the core budgets increased by £8.084m. This movement represents approximately 1.2% of the total financial envelope.

The completeness of the costs in respect of the Covid-19 pandemic is currently being reviewed. There is a risk that both partners will require to fund costs in 2021/2022 that relate to the current financial year 2020/2021. It is essential that the funding is therefore retained in the IJB reserves to meet these potential costs. Funding in respect of other additional costs incurred in response to the Covid-19 pandemic is still to be confirmed including the one-off Thank You Payment for Health and Social Care staff and the use of facilities to deliver the Vaccination Programme. Guidance will be provided by Audit Scotland in respect of the classification of the Scottish Government funding received in 2020/2021. Until this is received, it is not possible to confirm the total projected increase in the IJB reserves balances.

If the partner is acting as an agent, the funding would not be included in the partner or the IJB's Comprehensive Income and Expenditure Account.

If the partner is acting as a principal, the funding would be included in the partner and the IJB's Comprehensive Income and Expenditure Account and transferred to reserves if uncommitted at the year-end.

Ms Moy acknowledged that members may be concerned by the significant underspend. The message during the pandemic was to fully respond as a priority. The difficulty has been in estimating the costs. There is still a degree of uncertainty around finalising costs, some of which is out with our control. However, overall there is confidence that we are in a good position for 2021.

Ms M Moy acknowledged the lateness of the report and welcomed comments and questions out with the meeting if members needed more time to consider the content.

Decided - The IJB agreed the following recommendations

- Noted the projected outturn of an underspend of £28.397m at 31 March 2021 which is summarised at sections 6, 7 and 8;

- Noted the increase in the projected underspend of £22.452m from £5.945m to £28.397m which is mainly due to the receipt of additional non-recurring Scottish Government funding £15.026m in January 2021 and February 2021;
- Noted that the movement in respect of the underspend against the partner's core budgets was approximately 1.2% of the total financial envelope of £648.659m (NHSL - £4.099m; NLC £3.985m);
- Noted the potential further underspend as a result of additional non-recurring funding from the NHSL partner to progress joint strategic commissioning priorities (£2.781m) and confirmation of actual Covid-19 costs in 2020/2021 (£5.459m); and
- Noted that 2020/2021 funding which is not allocated to additional Covid-19 costs in 2020/2021 will be transferred to IJB reserves to meet the ongoing costs of the Covid-19 pandemic in 2021/2022, subject to guidance from Audit Scotland and the approval of the Scottish Government and the IJB and following consultation with both partners.

14. IJB Financial Plan 2021/22

The Chief Financial Officer shared a report -

- Providing an update on the implications of the 2021/2022 grant settlement for each partner and outlines the indicative IJB Financial Plan for 2021/2022 including details of the budget pressures facing each partner, the key financial assumptions and key risks;
- Outlining the indicative 2021/2022 contributions from each partner and the proposed approach to address the funding gap;
- Noting the provisions set out in the IJB Financial Regulations in respect of the management of overspends and budget recovery plans;
- Noting the position with regard to the projected IJB reserves, based on the financial monitoring reports as at January 2021 and subject to the year-end process; and
- Noting the requirement to agree directions with each partner for 2021/2022.

Ms Moy noted that this was an indicative financial plan as clarification is still required around some areas. The report also noted that Macmillan Cancer Support are offering non-recurring funding to establish the Improving Cancer Journey (ICJ) Service across Lanarkshire. The discussion with Lanarkshire officers, which was initially delayed due to the Covid-19 pandemic, has now progressed and Mr McGuffie advised that an extensive piece of work was being done by both North and South partnerships to develop a business case. Ms Moy noted that we may have to accept the offer before 31st March or the funding may not still be available, though clarification on this would be sought. A further 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. Notwithstanding these risks, the IJB was asked to approve the acceptance of the total non-recurring investment opportunity of approximately £1.000m to develop services over a three-year period to improve the cancer journey for individuals.

At this point in the meeting, it was noted that the meeting was no longer quorate as 3 elected members had left the meeting or were no longer able to participate due to technical issues. Following discussion, it was agreed that the meeting would continue to note the remaining report but would seek approval out with the meeting for any items requiring approval.

Decided: The following recommendations were decided out with meeting by email correspondence.

- The offer of the financial contributions from NLC and NHSL to the Integrated Joint Board (IJB) for the financial year 2021/2022 as set out at section 9 was accepted.
- The 2021/2022 notional set-aside budget offer as detailed at section 10 was accepted.

- The overall indicative IJB Financial Plan for 2021/2022 as summarised at section 11 was approved;
- The financial strategy to address the funding gap of £2.485m as detailed at section 12 was approved. This included placing reliance on the previously agreed savings target of £1.453m for the NLC partner for 2021/2022 and approving the establishment of an ear-marked reserve of £0.781m for the NHSL partner as a non-recurring funding solution for 2021/2022 pending the review of mental Health Services Continuing Care Beds;
- The remaining recommendations outlined in the report were noted

15. Letters of Direction

Ms Moy shared a report seeking the approval of the IJB for the issue of the directions to each partner for 2021/2022 in line with the IJB Financial Plan 2021/2022.

Decided:

The following recommendations were decided out with meeting by email correspondence;

The issue of the directions to North Lanarkshire Council for the financial year 2021/2022 attached at appendix 1 was approved

The issue of the directions to Lanarkshire NHS Health Board for the financial year 2021/2022 attached at appendix 2 was approved.

16. Risk

A number of new risks had been highlighted during the meeting and these were as follows;

1. Finance – the finance risks on the IJB register would be updated to reflect the current financial position and the financial planning forecast – M Moy
2. Independent Review of Adult Social Care in Scotland – D Fraser
3. IJB Category 1 Responders – R McGuffie
4. Implementation of the Strategic Commissioning Plan – M Dendy
5. Alcohol & Drug Partnership Strategy – M Dendy

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.

7. FUTURE MEETINGS DATES

Integration Joint Board	Tuesday	22.06.21	1400-1630
Integration Joint Board	Tuesday	21.09.21	1400-1630
Integration Joint Board	Wednesday	08.12.21	1400-1630