

<b>MEETING:</b>	<b>IJB PERFORMANCE FINANCE &amp; AUDIT COMMITTEE</b>
<b>DATE:</b>	<b>WEDNESDAY 4<sup>TH</sup> NOVEMBER 2020</b>
<b>TIME:</b>	<b>2.00pm</b>
<b>VENUE:</b>	<b>MS TEAMS</b>

<b>PRESENT :</b>	<p><b>NHS Lanarkshire:</b> Mr B Moore (Vice Chair), Dr A. Osborne, Mrs M. Morris</p> <p><b>North Lanarkshire Council:</b> Councillors P Kelly (Chair), J Logue, C Cameron and C Barclay</p> <p><b>Stakeholder Representatives:</b> Mr H Robertson, North Lanarkshire Carers Together, Mrs L Seaton, Partnership for Change (service user representative),</p> <p><b>Board Members:</b> Mr R McGuffie, Chief Officer; Miss M Moy, Finance Officer (S95); Ms M Dendy, Head of Planning, Performance &amp; Quality Assurance</p> <p><b>IN ATTENDANCE</b> 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>
<b>Apologies:</b>	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 23<sup>rd</sup> 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 NHSL 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 NHSL
- Expansion and promotion of the MIST/All of Us programme in the HSCPs
- Mindfulness Training Courses
- Increased support for Care Home Staff

At the NHSL 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 12<sup>th</sup> 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 4<sup>th</sup> 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 4<sup>th</sup> 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 9<sup>th</sup> December. The planned date for the next meeting of the PFA is February 2021. Planned date for next PFA would be Feb.

<b>MEETING:</b>	<b>IJB PERFORMANCE FINANCE &amp; AUDIT COMMITTEE</b>
<b>DATE:</b>	<b>WEDNESDAY 17<sup>TH</sup> FEBRUARY 2021</b>
<b>TIME:</b>	<b>2.00pm</b>
<b>VENUE:</b>	<b>MS TEAMS</b>

<b>PRESENT :</b>	<p><b>NHS Lanarkshire:</b> Mr B Moore (Vice Chair), Dr A. Osborne, Mrs M. Morris</p> <p><b>North Lanarkshire Council:</b> Councillors P Kelly (Chair), J Logue, J Linden and M Gallacher</p> <p><b>Stakeholder Representatives:</b> Mr H Robertson, North Lanarkshire Carers Together, Mrs L Seaton, Partnership for Change (service user representative), Mrs C McGinty (staff side representative)</p> <p><b>Board Members:</b> Mr R McGuffie, Chief Officer; Miss M Moy, Finance Officer (S95); Ms M Dendy, Head of Planning, Performance &amp; Quality Assurance</p> <p><b>IN ATTENDANCE</b> Ms L Duthie, Senior Auditor, Audit Scotland; Dr L Munro, Medical Director; Mrs C Jack, IJB Board Secretary; Mrs J Arthur, IJB Admin Support; Mr T Moan, Partnership for Change Development Worker; Ms M Halliday, CEO, Voluntary Action North Lanarkshire; Ms D Fraser, Head of Adult Social Care</p>
<b>Apologies:</b>	Mr P Campbell, Non Exec Director, NHSL Mr J Watson Cllr J Logue

### **1. Welcome and Apologies**

The Chair welcomed everyone to today's meeting, particularly Ms Diane Fraser, the new Head of Adult Social Care. He also congratulated Ms Lisa Duthie on her promotion and thanked her for her support to the IJB.

The Chair also thanked the team for their continued hard work during the pandemic.

## **2. Declarations of Interest**

No declarations of interest were noted.

## **3. Minutes - Performance, Finance & Audit Committee 04.11.20**

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. Ms Jack noted the following -

- Actions that have been on action log for a period of time but deferred due to Covid have been separated out and will be added to a future agenda.
- Few pending actions that will be marked as complete at the next IJB and PFA meetings.
- Action 5 - Palliative Care Strategy - suggested this be reported on a six monthly basis rather than quarterly. To be taken to IJB for approval.
- Action 7.3 – It was noted that updated Terms of Reference for the PF&A had been approved at the IJB meeting in December 2020. The main change to the PF&A was the extension of the stakeholder membership to include both staff side representatives from NHSL & NLC and all three stakeholder representatives from the IJB.

Ms M Halliday referred to the Minute of the meeting on 4<sup>th</sup> November 2020 advising that an updated CS Strategy would be developed for approval by February 2021. As they were subsequently asked to manage funds by 31<sup>st</sup> March they have had to reschedule other work for Community Solutions so the updated Strategy has had to be pushed back.

Mr B Moore asked if there was any update on Action 7 – Internal Audit Plan. Ms M Moy advised that due to Covid, joint internal arrangements have continued which have worked well. Ms Moy's recommendation would be to continue with this joint arrangement and would bring a paper to a future meeting to that effect.

## **5. PF&A Risk Register**

Ms Jack shared the updated risk register and cover paper for noting, giving assurance to the committee that assurance groups had continued to meet during Covid.

There were 2 financial risks rated as 'Very High' in the IJB risk register which had been recently reviewed as follows;

1. Impact of EU Withdrawal – although a deal had been agreed, the financial impact of EU withdrawal on the health and social care sector is yet to be identified and therefore it is recommended that this risk remains has a Very High rated risk at present.
2. Notional Set Aside Budget – there had been no material change to this risk that would justify a reduction in risk rating at the present time.

Ms Jack further noted that the Financial Implications of Responding to Covid -19 Pandemic had also been reviewed as it was anticipated that further funding would be released from Scottish Government to cover Covid expenditure however at the time of review, the additional funding had not yet been released. This risk would be reviewed before the next IJB meeting.

Mr Moore thanked Ms Jack for the work done to ensure risk register kept fully up to date.

### **Decided: The PFA agreed the following recommendations:**

1. Noted the extract from the IJB Risk Register which highlighted the risks associated with the remit of the PF&A agenda.

2. Noted that the Assurance groups identified alongside each risk had continued to meet during the Covid period and are maintaining a focus on assurance reporting.
3. To consider if there are any further significant risks of current relevance to the P, F & A committee.
4. To identify any recommended changes or emerging new risks to the next meeting of the IJB for approval.

#### **6. Integration Review**

Mr R McGuffie shared a report advising of progress made since the last meeting. The new H&SCNL structure came into effect on 4<sup>th</sup> January 2021. All Tier 3 managers have been recruited and Head of Adult Social Care, Ms D Fraser, was now in post. The Integration Scheme was currently out for consultation until 28<sup>th</sup> February 2021 and would then be reviewed and updated prior to being sent to SG for approval. The review of operational and strategic finance was the main outstanding area of work to finalise, having been delayed due to the Covid-19 pandemic. Work is ongoing to finalise meeting structures and looking at how we can support the integration of systems across NHSL and NLC. Some organisational development work is being done with the new Tier 3 heads. A further update would be shared with members as appropriate.

Dr Osborne asked how the Integration Scheme responses would be feedback to SG and Mr McGuffie advised that a paper would be taken to the IJB, NLC Policy & Strategy Committee and NHSL Board to update.

#### **Decided: The PFA agreed the following recommendations:**

1. Noted the action plan agreed as part of the Integration Review process;
2. Request updates on progress in due course

#### **7. Financial Monitoring Report**

Ms Moy shared a report which provided a summary of the financial position of the North Lanarkshire Health and Social Care Partnership (HSCP) for the period from 1 April 2020 to 31 December 2020 (Health Care Services) and 8 January 2021 (Social Work and Housing Services). The financial position as at December 2020 / January 2021 is a net underspend of £4.510m and is summarised as follows:

- an underspend of £2.483m on health care services
- an underspend of £2.027m on social care and housing services

The report went on to advise that the net underspend reflects different planning assumptions by each partner. Finance colleagues have attempted to project the implications to the year end March 2021 as it is likely that current underspends will continue. The report also included projected impact on the reserves.

Scottish Government have now confirmed Covid funding and some budget areas which were being held to offset Covid costs in event not all funding was received, can now be released and will feature as part of IJB strategy. This allows us to plan with more certainty and confidence around ongoing Covid activity and the mobilisation plan is being updated in line with this. Any funding not used by 31<sup>st</sup> March should be available to use against 21/22 costs.

The total cost of responding to the Covid-19 pandemic across health and social care services in 2020/2021 continues to be uncertain as it is ongoing. Based on the most up-to-date information as at November 2020, the additional health and social care costs incurred in response to the Covid-19 pandemic in 2020/2021 are projected to be £22.384m (Health - £6.398m; NLC - £15.986m). A significant part of the NLC figure includes payments to external providers to help them maintain their response to the pandemic.

Finance colleagues continue to work on the funding for this year and next.

Ms Halliday asked if the underspend around unfilled posts was carried through to restricted reserves next year or could it be used differently. Ms Moy noted that the IJB can carry forward an underspend into reserves, but some funding comes with a specific purpose so would be ring-fenced. However, some spend against Covid costs could be decided by the IJB though there would still be recurring cost pressures that would need to be addressed. Work is being done to prepare recommendations to the IJB and it is intended these would be brought to the IJB in March for consideration and approval.

Mr Moore noted the high cost of locums in Mental Health & Learning Disabilities and the high vacancy level. Mr McGuffie acknowledged the ongoing challenge around medical MH costs and recruitment difficulties. He noted that Community Mental Health teams in both North and South had reverted to being managed by localities to allow better links to other services. Dr Munro added that recruitment difficulties were not unique to Lanarkshire and were an issue across the UK. There was a rolling action plan for MH consultant recruitment and work was being done to refresh that and look at how things could be done differently, actively looking at ways to make the service more stable and reduce reliance on locums.

As we progress through integration and as operational dynamics change we need to reflect on supporting arrangements to ensure remain valid, current and helpful.

Dr Osborne asked if the Mental Health strategy still sat with the North partnership as a delegated function. Mr McGuffie advised that largely yes but still have the opportunity link with South partnership and only the community element had moved to South. Dr Osborne suggested that governance around this should be reported and Mr McGuffie advised that a paper would be brought to the IJB in March.

Ms Halliday noted that challenges around Mental Health are chronic on a nationwide basis and asked if there were particular issues around people wishing to enter this field of work. Dr Munro confirmed this was the case and this continues to be looked at. Short term things can be done locally and we advertise nationwide rather than just locally.

Ms M Morris noted the importance of early recruitment and asked if it was possible to look at developing some of our existing staff into training. Dr Munro confirmed this had been looked at from a GP point of view and there are some GPs who do already work in MH Services. She further noted that all efforts are being made to maximise the medical workforce as well as nursing and AHP workforce. Ms Dendy reinforced Lucy's points and added that the Care Academy will include this.

**Decided: The PFA agreed the following recommendations:**

1. Noted the financial position to date which is summarised at sections 6, 8 and 9;
2. Noted that, in order to address the additional health and social care costs as a result of the Covid-19 pandemic, further additional Scottish Government funding was announced on 5 February 2021, the distribution of which is currently being agreed with North Lanarkshire Council Head of Financial Solutions and the NHS Lanarkshire Director of Finance;
3. Noted that management action continues to be taken to mitigate the financial impact of the Covid-19 pandemic where possible;
4. Note that the review of the IJB Financial Plan 2020/2021 continues to progress in consultation with both partners and that the progress to date is reflected in the projected outturn summarised at section 6;
5. 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 the approval of the Scottish Government and the IJB and following consultation with both partners.

### **8. Progress Report on Agreed Actions**

Ms Moy shared a report which included an outline of the improvement actions agreed with the External Auditor, the Internal Auditors and the Senior Management Team to further develop the IJB governance framework and the progress made to date in respect of these actions. Some of the actions were also included within today's agenda.

Ms Halliday asked if the medium to long term financial planning included funding for Community Solutions. Ms Moy advised this was being looked at in line with the IJB Financial Plan 2021/2022.

#### **Decided: The PFA agreed the following recommendations:**

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

### **9. External Audit Annual Plan & Audit Fee**

Ms L Duthie shared a report which included a copy of the External Auditor's Annual Audit Plan for 2020/2021 and confirmed the External Audit fee for the North Lanarkshire Integration Joint Board.

The report set out the planned scope and timing of the External Auditor's work, noting that the Independent Auditor's Report and Annual Audit report should be available for the Performance, Finance & audit Committee on 9<sup>th</sup> November 2021.

Exhibit 1 details the financial statements risks and wider dimension risks.

Exhibit 2 in the report details the Audit Output timeline as well as what is taken into consideration when determining the audit fee. This year's fee of £27,330 is a slight increase on the previous year but additional funding has been secured for this.

Exhibit 4 details the annual accounts timetable which has been tied in to the IJB and PF&A committee timetable.

Ms Duthie noted that Mr Brian Howarth, Audit Director, was still the engagement lead for the North Lanarkshire IJB and noted various Audit Scotland staffing changes that would come into effect following her departure.

Mr McGuffie thanked Ms Duthie for the helpful report which acknowledged the impact of Covid.

#### **Decided: The PFA agreed the following recommendations -**

1. Noted the content of the report;
2. Noted the External Auditor's 2020/2021 fee of £27,330.

### **10. Internal Audit Plan 2020/21 – Progress Report**

Ms Moy shared a report which provided an update on the progress of the Internal Audit Plan for 2020/2021. Some items contained in the Activity Report had a deadline of the next Performance, Finance & Audit Committee meeting on 25<sup>th</sup> May, including the Value for Money Audit. Ken Adamson, the NLC Audit and Risk Manager, was leading the audit where, in consultation with both North and South partnerships, a value for money audit assignment was being undertaken in respect of the provision of equipment and adaptations from the North Lanarkshire Joint Store. This would inform future strategic commissioning intentions and also provide evidence to support the achievement of best value across this service. It was hoped that an update report would be

available for the next meeting of the PF&A.

**Decided: The PFA agreed the following recommendations -**

1. Noted the content of the report.

**11. IJB Governance Update**

Ms Moy shared a report which noted as below along with Mobilisation Plan Projected costs as at 15<sup>th</sup> January 2021:

1. highlighted the challenges associated with this unprecedented year and the emergency response adopted by both partners and the IJB;
2. provided an update in respect of the principles for sustainability payments to social care providers during the Covid-19 pandemic;
3. provided an update on the additional funding received from the Scottish Government in respect of the Covid-19 pandemic for 2020/2021;
4. highlighted the next steps in respect of the mobilisation and remobilisation plan for 2021/2022;
5. provided 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;
6. provided an update on the disaggregation of the mental health and learning disability services budget and the progress made to date;
7. provided an outline in respect of the investment opportunity to develop services to improve the cancer journey and support individuals with long term conditions; and
8. provided an overview of the progress in respect of the preparation of the IJB Financial Plan for 2021/2022.

Ms Moy advised that arrangements were in place until 31<sup>st</sup> March and there was currently no certainty beyond this point as SG guidance had not yet been received. Finance colleagues continue to work to fully understand the financial implications of the Covid response. A significant amount of work has been done around the mobilisation plan and now quantifying costs of this. Financial arrangements still to be considered further but the priority was to maintain stability. Members would be kept advised on progress.

A non-recurring investment opportunity is being discussed with MacMillan Cancer Support to consider the establishment of the Improving Cancer Journey across Lanarkshire. There were advantages to this but the key concern was that the funding was non-recurring. Once expectations and services were put in place, it would be difficult to withdraw. Further discussions with MacMillan will be held to establish their expectations when funding ends and Ms Moy will update members accordingly. Mr Moore noted that it would be useful to see further detail on the MacMillan proposal and Mr McGuffie advised he was happy to share this detail.

Mr Moore asked, given the profile on Care Homes and issues raised around the Independent Review of Adult Social Care would there be any impact on the national Care Home contract. Mr McGuffie noted there had been discussions with COSLA and negotiations had started with Scottish Care etc. A significant amount of work would be needed for COSLA and SG to take this forward.

Ms Halliday asked when there would be an opportunity to review the recommendations contained within the Independent Review of Adult Social Care in Scotland. The IJB Chair and Vice Chair had met with the Cabinet Secretary and Councillor Currie but had not been asked to make any formal response at this time. It would be included in the manifesto for the forthcoming elections so nothing would happen until after 6<sup>th</sup> May. Discussion followed around what we

would want to see for communities and to consider what structures and processes we should take forward. We would wish to hold on to what we have in place and any improvements to come, play our part to make them work for North Lanarkshire. Mr McGuffie assured members that there would be whole system discussions, with a view to identifying where the real benefits were. Mr H Robertson noted that the report stated it would be a five-year programme of work and was a very radical change to the way IJBs operated in that the financing of IJB officers would be funded through IJB itself.

**Decided: The PFA agreed the following recommendations -**

1. Noted the content of the report;
2. Noted that the unprecedented challenges as a result of the ongoing Covid-19 pandemic;
3. Noted that, on the understanding that the Scottish Government would 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;
4. Noted 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;
5. Noted the ongoing development of the Lanarkshire Remobilisation Plan for the IJB and both partners;
6. Noted the progress to date in respect of the disaggregation of the mental health and learning disability services budget;
7. Noted the investment opportunity in respect of the non-recurring Macmillan funding and the associated financial risks;
8. Endorsed the priority to further progress the development of the IJB Financial Plan 2021/2022;
9. Noted 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 and the Director of Finance of NHSL Lanarkshire continues.

**12. IJB Medium to Long Term Financial Strategy**

Ms Moy delivered a presentation setting out the financial assumptions which are underpinning the Medium to Long Term Financial Plan as at 17 February 2021.

The key financial planning assumptions were set out in the IJB Medium to Long Term Financial Plan report accompanying the presentation. The Scottish Budget had been announced on 28 January 2021 and the significant additional funding streams expected were highlighted. These included the NHSL inflation uplift, Primary Care Improvement Funding, Action 15 Funding, ADP Funding, Scottish Living Wage, Carers Act Funding and Free Personal and Nursing Care Funding. An estimate of the funding anticipated was highlighted.

The high degree of uncertainty in respect of a range of cost pressures was noted in particular the ongoing negotiations in respect of the pay award and the national care home contract. Negotiations are also ongoing to potentially secure additional funding to fully fund the Scottish Living Wage. The high degree of uncertainty in respect of a range of other factors was also discussed including slippage in the savings (2020/2021 and 2021/2022), provider sustainability payments, recovery and remobilisation costs, European withdrawal and non-recurring funding allocations. Work is also being progressed in respect of an update on the notional set-aside budget.

It was noted that the operational and financial challenges of the Covid-19 pandemic will continue in 2021/2022. The funding provided by the Scottish Government which is not fully utilised in 2020/2021 will therefore be transferred to IJB reserves to be available to sustain the ongoing emergency response to the Covid-19 pandemic. The Chief Financial Officer also highlighted the significant additional funding allocations recently announced by the Scottish Government which included the Community Living Change Fund, Adult Social Care Winter Preparedness Plan Funding and Integration Authorities Covid-19 Funding, part or all of which may require to be transferred to an IJB reserve.

The requirement for the IJB and both partners to set a balanced budget for 2021/2022 before 1 April 2021 was emphasised. The Chief Financial Officer highlighted the significant support from both partners to the development of the IJB Financial Plan 2021/2022 which was appreciated. Work to address the funding gap was continuing. The PFA Committee was asked to note however that reliance may need to be placed on the use of non-recurring reserves funding while the impact of the Covid-19 pandemic is ongoing and transformational change programmes are rescheduled. The Lanarkshire Remobilisation Plan was being updated and would be resubmitted to the Scottish Government on 26 February 2021. The IJB Financial Plan 2021/2022 would be presented to the IJB for approval on 23 March 2021.

**Decided: The PFA agreed the following recommendations -**

1. Noted the contents of the report;
2. Noted the progress being made in respect of the development of the IJB Financial Plan 2021/2022 in consultation with both North Lanarkshire Council and NHS Lanarkshire;
3. Noted that the IJB Medium to Long Term Financial Plan would be updated to reflect the revised financial planning assumptions.

**13. Quarter 2 Performance Report**

Ms Dendy shared a report which provided an update to the Board on the areas for improvement which had been identified as part of the Quarterly Performance Review for the period 1 July 2020 to 30 September 2020 (Quarter 2). The report also provided 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.

Key areas for improvement were as noted -

1. Alcohol Brief Interventions
2. Delayed Discharge – as expected, delays fell as admissions fell, but June to August saw an increase. September onwards sees significant improvement with the introduction of Planned Date of Discharge work which is a Pan Lanarkshire approach covering each of the 3 acute sites.
3. Reablement/Home Support – challenges in relation to staffing levels but, despite this, the number of people completing Reablement falling during quarter 2, the proportion of new referrals that started in Reablement remained steady and on target.
4. Integrated Equipment & Adaptation Service – performance has improved as staffing levels have improved. Focus continues to be on delayed discharge and admission prevention activities and the service is also undertaking the management and distribution of PPE supplies.
5. CAMHS/Psychological Therapies
6. Waiting Times Performance – AHP and Community Services. Impacted heavily due to Covid demand. North and South H&SC partnerships have agreed and finalised the governance arrangements for AHP service performance recovery.

Councillor Kelly gave credit to all staff for managing demand during the pandemic.

**Decided: The PFA agreed the following –**

1. Noted the contents of the report and its appendix.

**14. Programme of Work – SCP**

Ms M Dendy shared a report following the update given at the IJB meetings in September and December 2020, outlining the H&SCNL Covid-19 Recovery Plan. These papers had detailed the intention to renew focus on the ambitions set out in the Strategic Commissioning Plan (SCP), 2020-23 as services remobilised and to take advantage of opportunities and experiences of working in different ways, not necessarily returning to the same model of service deliver pre-Covid. The reports noted the intention to review the SCP Plan Programme of Work (PoW) in the light of the recovery plans. To achieve the ambitions set out within the SCP, the PoW would continue to inform the detail of activity, be aligned with key leads and corporate objectives and would create structure to increase participation and engagement with frontline staff, service users and carers as well as formal governance structures. The report contained a diagram demonstrating the intended flow of work through the various meeting governance structures. A further paper would be taken to the next meeting of the IJB in March 2021 but this paper gave an indication of the work being done.

Dr Osborne commended the report on how clear it set out the way forward and emphasised the importance of the work, recommending that it be shared widely with colleagues.

**Decided: The PFA agreed the following –**

1. Noted the progress made in aligning the remobilisation of services to the Programme of Work which sits alongside the Strategic Commissioning Plan, 2020-23;
2. Noted that a more detailed Programme of work will be remitted to the Integrated Joint Board in March 2021.

**15. Winter Covid Update**

Mr McGuffie shared a paper which set out the actions taken to date during the pandemic response. The report noted that as at 3<sup>rd</sup> February there were 315 confirmed Covid positive patients but since then there had been a significant drop in numbers and as at today's date there were 177 confirmed Covid positive patients. The Care Home position had significantly improved due to the roll out of the vaccination programme. The report also noted -

- the range of work put in place to support the Care Home sector.
- the impact of the Acute Respiratory Assessment Centres and associated data.
- the improvement in the Test & Trace service.
- the hugely significant role that the third sector has played, coordinated through VANL's Community Solutions Programme.
- Increased uptake in the seasonal flu campaign.
- 93% of Care Home residents and 76% of Care Home staff vaccinated with second doses due to commence.

Dr Osborne again commended the dedication, bravery and commitment of frontline staff and asked about the measures in place to support the wellbeing of staff. Mr McGuffie advised that a huge amount of work was taking place across the system, led by the command structure, to ensure the system was kept safe. Wellbeing was also of huge importance with a whole range of supports available, include online resources, rest areas and refreshment provision. An 18 months funding plan had been agreed and a Wellbeing strategy was in development extending beyond that.

**Decided: The PFA agreed the following –**

1. Noted progress made during the pandemic response;
2. Requested further updates in due course.

**16. Update on Mental Health Demand & Developments (CAMHS/Psychological Therapies)**

Mr R McGuffie reports which provided an update on the recovery process within services that provide psychological therapies for adults and children/young people (Adult Psychological Services and CAMHS), in relation to the Scottish Government's psychological therapies referral-to-treatment time target. Ms Thomson explained that the impact of Covid had resulted in significant impact on capacity and waiting times and prioritisation had to be done through a RAG process. One of the main issues was the impact on face to face consultations and whilst the use of Near Me has been successfully rolled out, this was not appropriate for all service users. Remobilisation plans were now in place, with previously agreed areas of development continuing to progress. While some developments have had to be placed on hold, others such as IT developments for patient consultations and the use of self-help resources have managed to accelerate. The paper also detailed the recommendations following a deep dive into the CAMHS service which was based broadly on 3 themes across staffing, accommodation and IT infrastructure.

**Decided: The PFA agreed the following -**

1. Noted the content of the report;
2. Noted that the CAMHS Deep Dive review group has recommenced and an updated action plan would be shared with the Committee in due course, taking into account the impact of Covid.

**17. Risk**

No further risks noted.

**18. DATE OF NEXT MEETING – Tuesday 25<sup>th</sup> May 2021, 2.00pm via MS Teams**