

MINUTE OF INTEGRATION JOINT BOARD (IJB)
held in Council Chambers, Kilmory, Lochgilphead
Wednesday 27 March 2019 at 1.30pm

Present:

Robin Creelman	NHS Highland Non-Executive Board Member (Chair)
Councillor Kieron Green	Argyll & Bute Council (Vice Chair)
Joanna Macdonald	Chief Officer, Argyll & Bute HSCP
Dr Rebecca Helliwell	Associate Medical Director, Argyll & Bute HSCP
Alex Taylor	Head of Children and Families & Criminal Justice
Linda Currie	Lead AHP, Argyll & Bute HSCP
Elizabeth Higgins	Lead Nurse, Argyll & Bute HSCP
Kirsty Flanagan	Interim Chief Financial Officer, Argyll & Bute HSCP
Elizabeth Rhodick	Public Representative
Dr Angus MacTaggart	GP Representative, Argyll & Bute HSCP (VC)
Fiona Thomson	Lead Pharmacist, Argyll & Bute HSCP
Sandra Cairney	Associate Director for Public Health, Argyll & Bute HSCP
Sandy Wilkie	Head of People & Change, Argyll & Bute HSCP
Heather Grier	Unpaid Carer Representative
Kirsteen Murray	CEO, Third Sector Interface
Sarah Compton-Bishop	NHS Highland Non Executive Board Member
Gaener Rodger	NHS Highland Non Executive Board Member
Councillor Aileen Morton	Argyll & Bute Council
Councillor Sandy Taylor	Argyll & Bute Council
Fiona Broderick	Staffside Lead for Argyll & Bute HSCP (Health)

In Attendance:

Iain Stewart	Chief Executive, NHS Highland
Boyd Robertson (VC)	Interim Chair, NHS Highland
Stephen Whiston	Head of Strategic Planning&Performance, Argyll & Bute HSCP
Lorraine Paterson	Head of Adult Services, Argyll & Bute HSCP
Phil Cummins	Interim Head of Adult Services, Argyll & Bute HSCP
George Morrison	Head of Finance, Health
David Forshaw	Principal Accountant, Argyll & Bute Council
Charlotte Craig	Business Improvement Manager, Argyll & Bute HSCP
David Ritchie	Communications Manager, Argyll & Bute HSCP
Sheena Clark	PA to Chief Officer

Apologies:

Denis McGlennon	Independent Sector Representative
Kevin McIntosh	Staffside Lead for Argyll & Bute HSCP (Council)
Councillor Gary Mulvaney	Argyll & Bute Council
Catriona Spink	Unpaid Carer Representative

ITEM DETAIL

1&2 WELCOME and APOLOGIES

The Chair welcomed everyone to the meeting and introductions were made. Apologies were as noted above.

3 DECLARATIONS OF INTEREST

No declarations of interest were intimated.

4 APPROVAL OF MINUTE OF INTEGRATION JOINT BOARD 28-11-19

Page 3 : 4.2.1 Budget Monitoring, line 8, overspend noted as £4.398m.

Page 6 : Quality & Finance Programme Board – request for the Terms of Reference be updated to reflect the group as a constituted committee of the IJB.

The Standards Officer advised today's IJB that he has discussed with and advised the Chief Officer and Business Improvement Manager the identified gap in IJB governance and this is being addressed.

With the above amendments and noting the Standards Officer's comments, the IJB approved the Minutes of 30-01-18.

5 BUSINESS

5.1 HSCP Strategic Plan 2019/20 – 2021/22

The Head of Strategic Planning & Performance presented the draft 2nd HSCP Strategic Plan, developed and produced taking account of statutory requirements and the outcomes of the public, stakeholder and staff engagement and formal consultation. The plan did not include the final budget information, which is to be delegated by the parent bodies to the IJB and is captured in agenda item 5.3(iv), Budget Proposals 2019-20, and if approved today will be incorporated into the plan.

The plan details how it will govern, direct, allocate and operationally manage health and social care resources within Argyll & Bute. It outlines how services will be transformed over the next 3 years and the objectives for delivery and the outcomes to be achieved.

The Strategic Planning Group (SPG) oversaw the development and production of the plan, concluding that the core principles of the plan were unchanged but a number of clarifications and changes to several sections were required in order to produce the final draft version. The SPG conducted a final gap analysis of the plan which identified outstanding information and further pieces of work required :

- Housing Contribution Statement – developed and provided by the

Argyll & Bute Council Strategic Housing Forum and approved on 12/3/19 and included in the appendices.

- Equality impact assessment – stage 2 completed.
- Inclusion of the delegated budget – to be included subject to IJB approval of the Budget Proposals paper presented today.

The Head of Strategic Planning & Performance :

- noted the feedback regarding the accuracy of the list of equality characteristics on page 6 of the appendices.
- provided assurance that all feedback and responses will continue to be interfaced into the next phase of the plan.
- noted for further planning that the population growth for Jura continues to grow.
- noted that the concerns raised at the SPG that the housing population statement in the plan did not accurately cover Smart Homes, with no link to investment. He acknowledged that there is no defined standard for the types of SMART Homecare Assisted technology to be supported by the Scottish Government funding and gave assurance that the HSCP is clear that the technology is a key component for future planning.
- Noted the requested update and to apply consistency of equalities representation

The IJB endorsed and approved for implementation the Argyll & Bute Strategic Plan for Health and Social Care covering the period 2019/20-2021/22.

5.2 Ministerial Reform of Health & Social Care Integration Progress Review

The paper provided an overview of the report commissioned by the Cabinet Secretary for Health & Sport. This is an important piece of work and the proposals set out indicate a significant focus on shared and collaborative working to support the challenges and the increase in pace and effectiveness of integration.

A self-evaluation of the work to be undertaken will be reported at the Senior Members/Officer Group (SMOG) in April and progress update taken to the IJB in May.

The IJB noted the final report.

5.3 Finance

The papers were presented by the Chief Financial Officer (CFO).

5.3i Budget Monitoring 2018-19

The February position was still being finalised when the circulated report was prepared for the Board. A verbal update advised an overspend of

£4.118m. This is made up of an overspend on the Health side of £1.376m and an overspend on the Social Work side of £2.742m.

NHS Highland confirmed that the brokerage from the Scottish Government will cover the 2018/19 Health overspend and will not require to be repaid. The 2018-19 Social Work overspend will required to be repaid to the Council. Negotiations will take place between the HSCP ad the Council to agree the pay back arrangements.

Members of the Senior Leadership Team continue to meet daily to gain 'grip & control' of the financial position.

Due to the short timescale to resolve the Service Level Agreement (SLA) dispute with NHS Greater Glasgow & Clyde it is likely that the estimated overspend will increase by £1.2m, significantly affecting the forecast outturn position.

The IJB :

- *Noted the verbal update of an overspend of £4.118m as at end February 2019.*
- *Noted that the forecast overspend is likely to increase by £1.2m in relation to the dispute with NHS Greater Glasgow & Clyde SLA.*
- *Noted that NHS Highland have confirmed that the brokerage from Scottish Government will cover the 2018-19 Health overspend and this will not require to be repaid.*

5.3ii Existing Quality & Finance Plan 2017-19 Update

The report outlined progress with the 63 savings options revised by the IJB on 30 January 2019. 61 options are either delivered or are on track to be delivered. The 2 options reported as not achievable in full are EFF26 Mull Medical Group – not achievable until implementation of the new GP model in Mull and CORP1 Co-location – on further review the scale of saving was lower than originally anticipated.

Taking account of the 2 options that are not deliverable, the IJB considered the progress with the Quality & Finance Plan as at 28 February 2019.

5.3iii Budget Outlook 2019-20 to 2021-22

The report updated on the budget outlook reported to IJB on 30 January 2019 and the agreed funding arrangements from NHS Highland and the Council over the next 3 years, reflecting the updates and adjustments outlined in the report.

The updated estimated funding from NHS Highland within the mid-range scenario was outlined. It is anticipated that NHS employer pension contributions will be funded but this is still to be confirmed by Scottish Government.

Funding from the Council for 2019-20 has been confirmed along with indicative funding for 2020-21 and 2021-22.

The IJB considered the current estimated budget outlook position for the period 2019-20 to 2021-22 and noted that there is a separate report on the agenda detailing savings options to deliver a balanced budget in 2019-20.

5.3iv Budget Proposals 2019-20

In presenting the report the CFO advised that the savings proposals to address the significant estimated budget gap over the next 2 years are within the strategic objectives of the HSCP. Work needs to commence immediately on identifying savings proposals and the separate templates attached to the report for each savings option outline plans for deliverability.

If endorsed, the four areas for review identified by the Senior Leadership Team to deliver savings in future years will be brought back to the IJB to approve any proposals identified :

- Potential cost reduction in co-location of General Medical Services including hospital out of hours and rural out of hours services.
- Proposal to scope dementia inpatient services. The Chief Officer acknowledged the concerns expressed by IJB members around the review and the reference in the template to “decommission” of the service. She gave assurance that there will be a scope of the service as a whole in Argyll and Bute and advised on the proposal to reinvest in community services in line with government policy.
- Review of radiography service to establish if 24/7 provision is necessary.
- Continued review of community hospitals.

Each savings Project Initiate Document (PID) which indicate the need for engagement due to possible service change, will be accompanied by a completed Engagement Specification.

The IJB :

- *Noted and endorsed the management/operational savings amounting to £5.058m in 2019-20 rising to £6.078m by 2021-22.*
- *Approved the policy savings amounting to £1.736m in 2019-20 rising to £1.934m by 2021-20*
- *Welcomed the work undertaken by officers which has resulted in proposals to deliver a balanced budget in 2019-20. Noted that in endorsing the management/operational savings and approving the policy savings, this will deliver a balanced budget in 2021-20. Instructed the Chief Officer to proceed to accept the funding from NHS Highland and Argyll & Bute Council and issue formal Directions delegating resources back to the Partners.*
- *Noted and endorsed that further development work should be undertaken on the review of areas within paragraph 3.3.3.*

- *Noted the high level timetable for the budget preparation 2020-12*

5.3v Financial Risks 2019-20

The report introduced the process for identifying and reporting financial risks and gave an awareness of the type of risk to monitor and mitigate. Each risk will be assessed on a relatively standard matrix and grouped within financial ranges. There are currently 34 risks identified, with 26 possible and 8 classified as likely. The CFO noted the request that pay awards are recorded in the next update report to the IJB.

The IJB :

- *Considered the financial risks identified for the Health & Social Care Partnership*
- *Noted that financial risks will be reviewed and monitored on a 2 monthly basis and reported back to the Board.*
- *Requested the report is presented to the Financial Governance with the overview highlighted in the supplied minute.*

5.3vi NHS Greater Glasgow & Clyde (NHS GG&C) Service Level Agreement (SLA)

NHS GG&C has requested an 2018/19 SLA payment of £54.3m and NHS Highland has offered £53.1m. This has resulted in a dispute over £1.2m which, following a recent meeting between the HSCP Chief Officer and senior managers and representatives from NHS GG&C is unresolved. Discussions will continue with external support being requested from the Scottish Government. Both parties Boards have agreed to working together to review the commissioning model for 2019/20.

The Head of Strategic Planning & Performance acknowledged the good access to NHS GG&C by Argyll & Bute patients and the equitable basis they are seen. As a result of working with NHS GG&C, there has been a significant improvement in the number of delayed discharges.

The IJB noted the position regarding negotiations with NHS GG&C in relation to the 2018/19 Patients' Services Service Level Agreement value.

5.3vii Quality & Finance Programme Board Minutes 29-2-19

The request for a paper on capital spend by both parties was noted for the SMOG and IJB agenda.

The IJB noted the Minutes of 29-2-19

5.3viii Draft Audit Committee Minute 8-3-19

Membership of the group to be reviewed. The Terms of Reference are being revised under guidance from the Standards Officer as requested at Committee.

The IJB noted the Minutes of 8-3-19.

The IJB emphasised the requirement for oversight and confidence in the arrangements and the responsibilities of the governance groups reporting to the IJB.

HSCP Performance Exception Report

5.4

The overall performance for FQ2 showed a reduction in performance with 34 indicators being on track compared to 38 in FQ1.

In response to concerns regarding the accuracy of the information being reported, the IJB were advised that information presented is trend data due to a data lag in terms of performance data as only validated data can be reported. It was agreed that the IJB Chair will raise this with Scottish Government through the IJB Chairs' Executive Group.

It was requested that the next report to the IJB includes a clear picture of any operational issues impacting on the delivery of community services.

Discussion of the operational data at other governance groups will be progressed and formalised.

It is planned that the HSCP Performance will be a topic at the IJB Development Session in May and will include further context around trend data.

The IJB :

- *Noted the overall scorecard performance for the FQ2 reporting period.*
- *Considered and noted the HSCP performance against National Health & Wellbeing outcome indicators: 6,7,8,9 and the Ministerial Steering Group (MSG) measures of integration for the HSCP.*
- *Noted the Head of Services performance commentary with regard to local actions to address exceptions against indicators 6,7 and 8.*
- *Noted the recent decision by the Senior Leadership Team to agree the MSG Performance Framework targets for 2019/20 and this will be presented to the IJB at its next meeting with reporting to comment in FQ3.*

Staff Governance Report

5.5

An integrated format for reporting continues to be challenging due to the broad range of reporting within NHS and Council parameters. The format of the report is being changed and improved to provide improved data presentation and clarity of the figures presented.

The report highlighted the focus on the recruitment drive and managing attendance.

The IJB requested that the next report focuses on :

- the levels of absence and a consolidation of the data to advise on causes and trends.
- data on return to work interviews.
- iMatter update and the steps taken as an outcome of the external evaluation.
- clarity on employee relations cases.

The first HSCP Workforce Plan for 2019/120 continues to be developed and will align with the timescale of the Strategic Plan.

The Head of People & Change will ask the Organisational Development Lead to connect with TSI CEO to discuss inclusion of TSI information in the plan.

The IJB were asked to email any further comments on the plan to jane.fowler@argyll-bute.gov.uk.

The IJB :

- *Noted the content of the report.*
- *Commented on the structure and content of the report.*

Argyll & Bute HSCP Workforce Plan

5.6

Discussion on the Plan was noted as above.

The IJB :

- *Noted the update on improving workforce planning and that this direction of travel is intended to support the next iteration of the HSCP Workforce Plan.*
- *Noted the national developments on workforce planning and the integrated Health and Social Care workforce plan and the implications.*

Progressing Values & Culture

5.7

The paper presented by the Head of People & Change outlined the planned introduction to progress the values and culture work in the HSCP.

The IJB :

- *Noted that the HSCP is now ready to implement the CIRCLE Shared Values Framework.*
- *Approved the approach proposed to CIRCLE spread and embedding.*
- *Supported work to measure and develop the HSCP using the Cultural Values Assessment (CVA) instrument.*

6 Multi-Agency Public Protection Arrangements (MAPPA)

The report provided an overview of the current MAPPA arrangements in Argyll and Bute and the challenges to the partner agencies to meet their duties and priorities in this area of work. The lines of governance and accountability to the HSCP, as well as the NHS and Council, were outlined and assurance that active steps are being taken to address the challenges.

The IJB :

- *Noted the continued work of MAPPA within Argyll & Bute.*
- *Noted a meeting is scheduled with MAPPA representative on 9 April to discuss appropriate NHS Highland representation to effectively support the challenges in this area of work.*

7 Communications Framework

The Communication Framework described public, staff, service users and partners and the wider public.

Section 4 illustrates how the HSCP utilises a wide range of communication channels in order to meet the needs of different target audiences and to ensure that the relevant message is disseminated as widely as possible. There is also a focus on communicating with the element of people who are not on social media through the use of other available sources.

Section 9 provides a template to form the basis of the annual communications plan for reporting back to the IJB.

The framework supports the HSCP's Engagement Strategy to provide a consistent process and governance throughout Argyll & Bute.

The IJB approved the Communications Framework.

8 Chief Officer's Report

The Chief Officer reported on her attendance at the recent Carer's Conference held in Inveraray. This was a positive experience for those attending the event and enforced the fundamental need to support carers.

She highlighted the Attend Anywhere project in the report, which brings together Communications to assist in supporting people to attend appointments via video link and reduces travelling times for patients.

The IJB noted the report.

9 IJB Chair/Vice Chair Transition

Following the tenure of the current IJB Chair ceasing on 31 March, the paper set out the transition arrangement for the Council's nominated Chair, Councillor Kieron Green and NHS Highland's nominated Vice-Chair, Sarah Compton-Bishop to take up their roles at the end of March.

The IJB noted the transition to the new Chair and Vice Chair in accordance with the Integration Scheme and the Public Bodies (Joint Working) (Integration Joint Boards)(Scotland) Order 2014.

Councillor Green thanked Mr Creelman for his contribution to the IJB and the various Argyll & Bute Committees during his term in office as the Argyll & Bute HSCP Chair and the NHS Highland representative and expressed the IJB's best wishes for the future.

Date of Next Meeting :

Wednesday 29 May 2019, 1.30pm
Council Chambers, Kilmory, Lochgilphead