

Notice of Meeting and Agenda Renfrewshire Health and Social Care Integration Joint Board.

Date	Time	Venue
Friday, 31 July 2020	10:00	Remotely by MS Teams ,

KENNETH GRAHAM
Clerk

Membership

Councillor Jacqueline Cameron: Councillor Jennifer Adam-McGregor: Councillor Lisa-Marie Hughes: Councillor James MacLaren: Margaret Kerr: Dorothy McElean: Rev John Matthews: Frank Shennan: Karen Jarvis: Dr Shilpa Shivaprasad: Louise McKenzie: David Wylie: Alan McNiven: Fiona Milne: Stephen Cruickshank: John Boylan: Amanda Kelso: Dr Stuart Sutton: David Leese: Sarah Lavers: John Trainer.

Councillor Jacqueline Cameron (Chair); and Rev John Matthews (Vice Chair)

Present

Chair

In Attendance

Sederunt

Sederunt

Sederunt

Declaration of Interest

Sederunt

Recording of Meeting

This meeting will be recorded for subsequent broadcast via the Council's internet site. If you have any queries regarding this please contact Committee Services on 0141 618 7111. To find the recording please follow the link which will be attached to this agenda once the meeting has concluded.

Recording of Meeting

https://www.youtube.com/watch?v=BKN7s0P_eeg

Items of business

Apologies

Apologies from members.

Declarations of Interest

Members are asked to declare an interest in any item(s) on the agenda and to provide a brief explanation of the nature of the interest.

- | | | |
|----------|--|----------------|
| 1 | Minute | 5 - 14 |
| | Minute of meeting of the Integration Joint Board (IJB) held on 26 June 2020. | |
| 2 | Rolling Action Log | 15 - 18 |
| | IJB rolling action log. | |
| 3 | IJB Membership Update | 19 - 20 |
| | Report by Head of Administration. | |
| 4 | Operational Services Updates: COVID-19 | |
| | Presentation. (copy to follow) | |
| 5 | Care Homes Update | |
| | Report by Chief Officer. (copy to follow) | |
| 6 | Response and Recovery Planning Approach Update | 21 - 28 |
| | Presentation. | |
| 7 | Financial Implications of COVID-19 on Delegated IJB | 29 - 44 |
| | Budget | |
| | Report by Chief Finance Officer. | |
| 8 | Local Code and Sources of Assurance for Governance | 45 - 66 |
| | Arrangements | |
| | Report by Head of Administration. | |
| 9 | Date of Next Meeting | |
| | Note that the next meeting of the IJB will be held remotely by MS teams at 10.00 am on 28 August 2020. | |



Minute of Meeting

Renfrewshire Health and Social Care Integration Joint Board.

Date	Time	Venue
Friday, 26 June 2020	10:00	Remotely by Skype,

Present

Councillor Jacqueline Cameron, Councillor Jennifer Adam-McGregor, Councillor Lisa-Marie Hughes and Councillor James MacLaren (all Renfrewshire Council); Dr Donny Lyons, Margaret Kerr, Dorothy McErlean and Dr Linda de Caestecker (all Greater Glasgow & Clyde Health Board); Karen Jarvis (Registered Nurse); Dr Shilpa Shivaprasad (Registered Medical Practitioner (non-GP)); Louise McKenzie (Council staff member involved in service provision); David Wylie (Health Board staff member involved in service provision); Alan McNiven (third sector representative); Fiona Milne (unpaid carer residing in Renfrewshire); Stephen Cruickshank (service user residing in Renfrewshire); John Boylan (Trade Union representative for Council); Amanda Kelso (Trade Union representative for Health Board); Dr Stuart Sutton (Registered Medical Practitioner (GP)); David Leese, Chief Officer and Sarah Lavers, Chief Finance Officer (both Renfrewshire Health and Social Care Partnership); and John Trainer, Chief Social Work Officer (Renfrewshire Council).

Chair

Councillor Jacqueline Cameron, Chair, presided.

In Attendance

Ken Graham, Head of Corporate Governance (Clerk) and Elaine Currie, Senior Committee Services Officer (both Renfrewshire Council); Christine Lavery, Head of Mental Health, Addictions and Learning Disability Services, Carron O'Bryne, Head of Health and Social Care (Paisley); Jackie Dougall, Head of Health and Social Care (West Renfrewshire), Shiona Strachan, Acting Head of Health and Social Care (Paisley), Frances Burns, Head of Strategic Planning and Health Improvement, Jean Still, Head of Administration; David Fogg, Strategic Improvement Manager; James Higgins, Project Officer; and John Miller, Communications Officer (all Renfrewshire Health and Social Care Partnership); and Mark Ferris, Audit Manager (Audit Scotland).

Declarations of Interest

There were no declarations of interest intimated prior to the commencement of the meeting.

Additional Item

The Chair intimated that there was an additional item of business in relation to a COVID-19 update which had not been included in the notice calling the meeting. The Chair, being of the opinion that the item, which is dealt with at item 3 below, was urgent in view of the need to advise members of the position, authorised its consideration.

Members of the public were not able to attend this meeting of the IJB as it was being held remotely by Skype.

Prior to the start of the meeting the Chair wished to record the IJB's thanks to all HSCP and Council staff for their dedication, commitment and hard work during this coronavirus pandemic.

1 Minute

The Minute of the meeting of the Integration Joint Board (IJB) held on 20 March 2020 was submitted.

DECIDED: That the Minute be approved.

2 Rolling Action Log

The rolling action log for the IJB was submitted.

Updates were provided in relation to the actions in relation to the Memorandum of Understanding between IJBs and Hospices and the Loneliness and Social Isolation Champion.

It was noted that actions would be marked as completed and removed from the rolling action log following each meeting of the IJB, if appropriate.

DECIDED: That the rolling action log and updates be noted.

3 COVID-19 Update

The Chief Officer and Acting Head of Health and Social Care (Paisley) provided an update on the HSCP's response to the COVID-19 pandemic in Renfrewshire. This included information in relation to certain elements of that response including PPE; the rag rating in care homes; and testing in care homes.

The Chief Officer advised that information on the HSCP's actions had been included in the weekly update report submitted to Renfrewshire Council's Emergencies Board.

DECIDED: That the verbal update be noted.

Sederunt

Fiona Milne joined the meeting prior to consideration of the following item of business.

4 Financial Report 1 April 2019 to 31 March 2020

The Chief Finance Officer submitted a report relative to the revenue budget year-end outturn for the HSCP for the 2019/20 financial year, as detailed in appendices 1 to 4 to the report.

Budget monitoring throughout 2019/20 had shown the IJB projecting an underspend, prior to the transfer of balances to general and earmarked reserves, at the financial year-end which included the transfer of specific ring-fenced monies, including Scottish Government funding for Primary Care Improvement, Mental Health Action 15 and ADP monies, in line with Scottish Government guidance. The IJB final outturn position for 2019/20 was an underspend of £4.351 million prior to the drawdown of balances to earmarked and general reserves. The IJB approved the drawdown of reserves throughout 2019/20 in order to deliver on specific commitments including funding to mitigate any delays in delivery of approved savings, health visitors and GP premises improvement monies. The total amount drawn down in 2019/20 was £2.268 million from earmarked reserves.

The key pressures were highlighted in section 4 of the report; appendices 5 and 6 to the report provided a reconciliation of the main budget adjustments applied this current financial year; Appendix 7 to the report detailed the HSCP hosted budget position as at 31 March 2020; Appendix 8 detailed the movement in reserves as at 31 March 2020; Appendix 9 to the report detailed HSCP vacancies as at period 13 per grade and Appendix 10 to the report detailed the vacancies as at period 13 per post.

Consistent with the IJB's Reserves Policy the report sought approval of earmarked reserves for drawdown as required, totalling £4.349 million. Details of the earmarked reserves were detailed in section 11 and Appendix 8 of the report.

The report provided a summary of the Living Wage 2019/20; a summary of the Scottish Living Wage 2020/21 and the National Care Home Contract 2020/21.

The Chief Officer advised that, rather than discuss queries with specific HSCP vacancies, he would report back to those members with the further details requested.

DECIDED:

- (a) That the year-end financial position be noted;
- (b) That the proposed transfers to earmarked and general reserves, as detailed in section 11 and Appendix 8 of the report, be approved; and
- (c) That it be noted that the Chief Officer would report back to those members who had queries with specific HSCP vacancies with the details requested.

5 Unaudited Annual Accounts 2019/20

The Chief Finance Officer submitted a report relative to the unaudited annual accounts 2019/20 for the IJB which would be submitted for audit by the statutory deadline of 30 June 2020. A copy of the unaudited annual accounts 2019/20 formed Appendix 1 to the report.

The Chief Finance Officer intimated that additional information would be added to page 88 of the annual accounts and that various typos on page 88 would be corrected prior to submission to Audit Scotland.

The report intimated that the accounts fully complied with International Financial Reporting Standards and that once approved the unaudited accounts and associated working papers would be passed to Audit Scotland for review. The Auditor's report on the accounts would be submitted to a future meeting of the IJB Audit, Risk and Scrutiny Committee for consideration prior to the audited accounts being presented to the IJB for approval.

The Coronavirus (Scotland) Act 2020 provided flexibility in terms of the timescales for approval of the audited accounts, however, Scottish Ministers had indicated their expectation that audited annual accounts be published by 30 November 2020. The report detailed the approval process and timetable in relation to approval of the IJB's annual accounts. Audit Scotland had advised that they would endeavour to complete the audit process in line with these timescales and a copy of the letter dated 3 June 2020 from Audit Scotland formed Appendix 2 to the report.

Matters relating to Renfrewshire HSCP's Child and Adolescents' Mental Health Service (CAMHS) were raised and it was noted that the next report being considered at this meeting contained a recommendation that an improvement plan for Renfrewshire HSCP's CAMHS service would be submitted to a future meeting of the IJB for approval. The Head of Health and Social Care (West Renfrewshire) advised that she would liaise directly with Fiona Milne, the IJB's unpaid carer rep, regarding information on pathways to the service following diagnosis.

It was proposed (a) that, subject to the amendments mentioned by the Chief Finance Officer, and also subject to audit, the annual accounts for 2019/20 be approved; and (b) that it be noted that Audit Scotland would endeavour to complete the audit of the annual accounts in line with the timescales indicated by Scottish Ministers, as detailed in Appendix 2 to the report. This was agreed.

DECIDED:

(a) That, subject to the amendments mentioned by the Chief Finance Officer, and also subject to audit, the annual accounts for 2019/20 be approved; and

(b) That it be noted that Audit Scotland would endeavour to complete the audit of the annual accounts in line with the timescales indicated by Scottish Ministers, as detailed in Appendix 2 to the report.

6 Performance Management End of Year Report 2019/20

The Chief Officer submitted a report relative to the Performance Management End of Year Report 2019/20.

The performance dashboard which summarised progress against a number of key indicators formed Appendix 1 to the report; and the full scorecard which provided more detail with trend data, where available, and updated information on all performance measures against the nine national health and wellbeing outcomes formed Appendix 2 to the report.

The report intimated that data was not yet available for all performance measures to March 2020 and that the information detailed in the report was the most up-to-date available.

There were 67 performance indicators of which 42 had targets set against them. Performance status was assessed as either green, on or above target; amber, within 10% variance of target; or red, more than 10% variance from target. The dashboard indicated that currently 54.8% of performance measures had green status, 23.8% had amber status and 21.4% had red status.

It was noted that the most significant challenge faced by Renfrewshire HSCP and its partner organisations had been responding to the COVID-19 pandemic in March 2020. The HSCP responded rapidly to the emerging situation to ensure services continued to be delivered safely and effectively and protect vulnerable people within our community. The impact of COVID-19 on services had been unprecedented and required a significant degree of service change within a short period of time. The full impact of these changes in demand across health and social care services were unknown and could place significant additional pressures on healthcare services. Performance in all areas would continue to be closely monitored and risks addressed appropriately.

The Coronavirus (Scotland) Act 2020 allowed for the postponement of the publication of Annual Performance Reports and the Scottish Government had confirmed that 2019/20 Annual Performance Reports had been granted an extension to 31 October 2020. It was noted that Renfrewshire HSCP's 2019/20 Annual Performance Report would be submitted to a future meeting of the IJB for approval.

DECIDED:

(a) That the Performance Management End of Year Report 2019/20 for Renfrewshire HSCP be approved;

(b) That it be noted that an Improvement Plan for Renfrewshire HSCP's Child and Adolescents' Mental Health Service (CAMHS) would be submitted to a future meeting of the IJB for approval;

(c) That, further to the guidance from the Scottish Government regarding the timetable and content for Partnerships' 2019/20 Annual Performance Reports, a delay to the publication of the Annual Performance Report to October 2020 be approved; and

(d) That it be noted that the impact of COVID-19 on the HSCP's performance at this point was not fully understood.

7 Draft Unscheduled Care Commissioning Plan 2020/25

The Chief Officer submitted a report relative to Greater Glasgow and Clyde's (GGC) draft Unscheduled Care Programme which contributed to all nine national health and wellbeing outcomes, a copy of which was appended to the report.

The report intimated that pre COVID-19, work had been undertaken by all six HSCPs in the GGC area to develop a system-wide Strategic Commissioning Plan in partnership with the NHS Board and Acute Services Division and in line with the IJB's Strategic Plan. The draft Unscheduled Care Commissioning Plan built on the GGC Unscheduled Care Improvement Programme and was integral to the Board-wide Moving Forward Together programme.

The draft Unscheduled Care Commissioning Plan would be submitted to all six IJBs for consideration and approval, recognising that further work was required on key aspects. One key aspect of the unscheduled care work was learning from the pandemic, during which there had been a fall in unscheduled care activity. The learning from what had worked during the pandemic would be incorporated in the key actions in the final version of the Plan.

DECIDED:

(a) That the draft Unscheduled Care Commissioning Plan for NHS Greater Glasgow and Clyde, as detailed in the appendix to the report, be approved;

(b) That the further work underway to finalise the Plan, including our learning from COVID-19 and the new considerations it presented and the planned engagement process, be noted; and

(c) That the finalised Plan be submitted to the IJB later in the year for approval.

Sederunt

Louise McKenzie left the meeting prior to consideration of the following item of business.

John Trainer entered the meeting prior to consideration of the following item of business.

Additional Item

The Chair intimated that there was an additional item of business in relation to the Chair of the IJB Audit, Risk and Scrutiny Committee providing an update on the work of the Committee which had not been included in the notice calling the meeting. The Chair, being of the opinion that the item, which is dealt with at item 11 below, was urgent in view of the need to advise members of the position, authorised its consideration.

8 COVID-19 Recovery and Renewal Plan

The Chief Officer submitted a report providing detail on Renfrewshire HSCP's response to the COVID-19 pandemic and an initial assessment of the strategic and financial impact on the HSCP's workforce and service provision.

The report provided detail on the emerging approach being developed by the HSCP to take forward recovery and renewal activity in line with the Scottish Government's route map published on 21 May 2020 and NHS Scotland's Re-mobilise, Recover and Redesign framework published on 31 May 2020. This approach would build on lessons learned from the response phase and would seek to build on a range of positive elements identified.

The next phase of recover would continue to overlap with the ongoing response and would continue to be shaped as the wider context of Scottish Government guidance developed. In doing so, the HSCP was adopting a risk-based approach to recover and renewal which would enable management of ongoing risks and challenges.

Appendix 1 to the report detailed the recover and renewal planning phases; Appendix 2 to the report detailed the indicative high-level Recovery and Renewal Action Plan; and Appendix 3 to the report detailed the service design methodology.

DECIDED:

- (a) That the HSCP's response to COVID-19 and initial assessment of the impact of the pandemic be noted;
- (b) That it be noted that further updates on recovery and renewal planning would be submitted to the IJB; and
- (c) That the HSCP's proposed approach to taking forward recover and renewal planning be approved.

9 Adult Carers' Strategy 2020/22 and Adult Carers' Strategy 2020/22 Action Plan

Under reference to item 10 of the Minute of the meeting of this IJB held on 20 March 2020, the Chief Officer submitted a report relative to the final draft of the Adult Carers' Strategy 202/22 and Action Plan, copies of which were appended to the report.

The report intimated that the Carers (Scotland) Act 2016 required local authorities, through IJBs, to prepare a local carers' strategy. The Strategy set out how the HSCP and its partners would support carers to continue in their caring role, whilst not compromising their own health and wellbeing.

The development of the Strategy and Action Plan had been overseen by the Carers Strategic Steering Group and to inform the content of the Strategy, a phased consultation process had been undertaken.

It was noted that section 10 of the strategy would be amended to reflect IJB feedback. The current reference to 'what carers can expect', would instead refer to how the HSCP will reduce impact and increase support for all adult carers. It was felt this amended wording would better reflect the wide range of carers in Renfrewshire and the potential variance in how each may perceive how their needs are being met.

DECIDED:

- (a) That the final draft Adult Carers' Strategy 2020/22 and Adult Carers' Strategy 2020/22 Action Plan be approved;
- (b) That the consultation process followed in the development of the strategy and action plan be noted;
- (c) That it be noted that regular updates on the progress of implementing the action plan would be provided to the IJB;
- (d) That the support provided to unpaid carers, in partnership with the Carers Centre, during the Coronavirus COVID-19 outbreak be noted;
- (e) That the changes to service delivery made by Renfrewshire Learning Disability Service and Localities Services, in response to the COVID-19 outbreak, be noted; and

(f) That it be noted that section 10 of the strategy would be amended to reflect IJB feedback. The current reference to 'what carers can expect', would instead refer to how the HSCP will reduce impact and increase support for all adult carers. It was felt this amended wording would better reflect the wide range of carers in Renfrewshire and the potential variance in how each may perceive how their needs are being met.

10 COVID-19 Emergency Governance Arrangements for Summer 2020

Under reference to item 3 of the Minute of the meeting of this IJB held on 20 March 2020, the Clerk submitted a report relative to governance arrangements for Summer 2020.

The report intimated that at the meeting of the IJB held on 20 March 2020 a delegation to the Chief Officer had been approved to enable decisions to be taken without there being a requirement for the IJB to meet. This delegation included the power, in consultation with the Chair and Vice Chair of the IJB, to cancel today's meeting.

Following consultation, it had been decided that today's meeting would proceed remotely using an audio/visual system that would enable members of the IJB to participate in the meeting. This would give the IJB the opportunity to scrutinise the actions taken in response to the emergency and to plan future arrangements for overseeing the services provided through the HSCP as public protection measures were relaxed in line with the Scottish Government's phased route-map out of lockdown.

The report sought approval for governance arrangements to be put in place over Summer 2020 involving holding two additional meetings of the IJB to be held with remote access and also changing the date for the IJB meeting previously arranged for 18 September 2020.

Reference was made as to whether all decisions taken by the Chief Officer using the emergency delegation awarded to him would be recorded and reported back to the IJB at a future meeting. The Chief Officer advised that he would submit a report to the next meeting of the IJB.

DECIDED:

(a) That the arrangements made by the Chief Officer, in consultation with the Chair and Vice Chair, for today's meeting of the IJB be noted;

(b) That it be agreed that additional meetings of the IJB be held on Friday 31 July 2020 and 28 August 2020 and that the date of the next scheduled meeting of the IJB be changed from 18 September 2020 to Friday 2 October 2020;

(c) That it be noted that there would require to be a further additional meeting of the IJB in November 2020 to consider the audited accounts of the IJB;

(d) That it be agreed that the meetings would start at 10 am and would be conducted remotely using a video and/or audio service and following the procedures all as described in paragraph 3.3 of the report;

(e) That it be agreed to continue the existing emergency delegation to the Chief Officer, in consultation with the Chair and Vice Chair, to make all decisions required relating to the functions of the IJB if any decision required as a matter of urgency to be taken in advance of the next available meeting of the IJB;

(f) That it be noted that the governance arrangements for the IJB during the COVID-19 emergency would be reviewed at the October meeting of the IJB; and

(g) That the Chief Officer submit a report to the next meeting of the IJB relative to decisions taken by him in terms of the emergency delegation awarded to him.

11 IJB Audit, Risk and Scrutiny Committee

That Chair of the IJB Audit, Risk and Scrutiny Committee referred to the meeting of the IJB Audit, Risk and Scrutiny Committee held on 19 June 2020 and advised that the Committee had looked at the Annual Governance Statement 2019/20 in detail; considered reports by the Chief Internal Auditor; approved revised Financial Regulations and an updated IJB Reserves Policy which were both now more relevant documents tailored to the work of the IJB; considered reports by the Care Inspectorate in relation to the Care at Home Service and Care Home Services; scrutinised the risk registers for both the HSCP and IJB; and noted the workplan and revised timetabling regarding the unaudited annual accounts.

DECIDED: That the verbal update be noted.

Valedictory

The Chair intimated that this would be Donny's last meeting of the IJB. She advised that Donny was appointed to the NHS Board on 1 July 2014 and that this appointment came to an end on 30 June 2020. She acknowledged Donny's input to the work of the IJB since being appointed as Vice Chair in 2015 and his 'fairness' as Chair during which he had chaired 26 meetings.

The Chair thanked Donny both on a professional and personal capacity and wished him well for the future.

The Chief Officer intimated that he worked with Donny in the mid 1990's and in relation to the IJB, thanked Donny for the clear guidance and leadership given as well as being clear on his expectations as both Chair and Vice Chair of the IJB. He thanked Donny for the advice and support offered throughout that time as well as his 'attention to detail'.

Members of the IJB paid tribute to Donny and paid particular mention of the deep respect they held him in, his pub quizzes, values, his considerate nature and described him as dynamic.

Donny then thanked members and officers and advised that he felt he had a very good inclusive relationship with everyone during his time on the IJB, wished everyone well and encouraged members and officers to keep the good work going.

IJB Rolling Action Log

Date of Board	Report	Action to be taken	Officer responsible	Due date	Status
20/09/19	MoU between IJBs and Hospices	Report update on local delivery in Renfrewshire to future meeting	Frances Burns	31/01/20	Whilst we have actively been working with our local Hospices as part of our collective response to COVID, there has been a delay formally reflecting on our local delivery of the MOU. Given current pressures, it proposed that an update is brought to the November meeting.
31/01/20	Financial Report 1 April to 30 November 2019	Establish what had been done and was being done in other IJBs around the care at home service and inform members at a future development session.	David Leese	26/06/20	
	Change and Improvement Update	Submit report to September meeting providing an update on digital opportunities available.	David Leese	18/09/20	Digital opportunities are been reviewed to reflect learnings from our COVID response. Digital has been identified as a key enabler to our Recovery and Renewal. An update on how we will drive forward our digital ambitions will be included in the October Recovery and Renewal Update.

Date of Board	Report	Action to be taken	Officer responsible	Due date	Status
	Loneliness and Social Isolation	Advise group lead of Councillor Adam-McGregor's request to be nominated as champion.	Frances Burns	20/03/20	Note that this would now be a Social Isolation/Recovery Champion and that it would be the Chair of the IJB that would be appointed as this champion
	Change and Improvement Update	Submit progress report on the Programme's emerging scope and financial framework to the IJB at its meeting in June 2020.	Frances Burns	26/06/20	In light of COVID, this will now be taken forward as part of the Recovery and Renewal planning
	Older People's Services Review Update	Submit draft dementia strategy to the IJB at its meeting in June 2020	David Leese	26/06/20	
	Equality Outcomes and Mainstreaming Progress Report and Consultation on Equality Outcomes 2020/24	Submit action plan, based on the Equality Outcomes for 2020/24 to the IJB at its meeting in June 2020.	David Leese	26/06/20	Due to COVID-19, this will now be brought to the October IJB meeting
26/06/20	Unaudited Annual Accounts 2019/20	Have a discussion with Fiona Milne regarding pathways to CAMHS following diagnosis	Jackie Dougall	31/07/20	Initial contact has been made to establish the areas for discussion and suitable provisional dates to take this forward.

Date of Board	Report	Action to be taken	Officer responsible	Due date	Status
	Performance Management End of Year Report 2019/20	<p>Submit Improvement Plan for Renfrewshire HSCP's Child and Adolescents' Mental Health Service (CAMHS) to a future meeting of the IJB</p> <p>Submit report to future meeting relative to the proactive steps taken in relation to target for PDPs</p>	<p>Frances Burns</p> <p>Frances Burns</p>	<p>November 2020</p> <p>November 2020</p>	
	Draft Unscheduled Care Commissioning Plan 2020/25	Submit finalised Plan to the IJB later in the year for approval	David Leese	November 2020	

To: Renfrewshire Integration Joint Board

On: 31 July 2020

Report by: Head of Administration

Heading: IJB Membership Update

Direction Required to Health Board, Council or Both	Direction to:	
	1. No Direction Required	X
	2. NHS Greater Glasgow & Clyde	
	3. Renfrewshire Council	
	4. NHS Greater Glasgow & Clyde and Renfrewshire Council	

1. Purpose

- 1.1. The purpose of this report is to provide an update on the voting membership of the Integration Joint Board (IJB).

2. Membership Changes

- 2.1. As noted at the June IJB meeting, Dr Donald Lyons ceased to be a member of the NHS Greater Glasgow and Clyde (NHSGGC) Board from 30 June 2020 when his term of office expired. Consequently, Dr Lyon's also ceased to hold his position of voting member representing NHSGGC, and Vice Chair of Renfrewshire IJB, from the same date.
- 2.2. NHSGGC Board met on 30 June 2020 and agreed non-executive membership of IJBs.
- 2.3. Rev John Mathews has been confirmed as the replacement for Dr Donald Lyons and it is recommended that he also assume the position of Vice Chair of Renfrewshire IJB for the remaining duration of the current chairing arrangements of the IJB, as per the Procedural Standing Orders.
- 2.4. Dr Linda de Caestecker has also ceased to hold her position of voting member of Renfrewshire IJB and is being replaced by Francis Shennan.
- 2.5. Both of the above changes are effective of 1 July 2020 and will be for a period of three years.

3. Recommendation

It is recommended that the IJB:

- Note the membership changes as recommended by NHSGGC.

Implications of the Report

1. **Financial** – None.
2. **HR & Organisational Development** – None.
3. **Community Planning** – None.
4. **Legal** – The membership of the Integration Joint Board is defined in the Public Bodies (Joint Working) (Scotland) Act 2014 and associated regulations.
5. **Property/Assets** – None.
6. **Information Technology** – None.
7. **Equality & Human Rights** – The recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement have been identified arising from the recommendations contained in the report. If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council's website.
8. **Health & Safety** – None.
9. **Procurement** – None.
10. **Risk** – None.
11. **Privacy Impact** – None.

List of Background Papers – None.

Author: Jean Still, Head of Administration

Any enquiries regarding this paper should be directed to Jean Still, Head of Administration (Jean.Still@ggc.scot.nhs.uk / 0141 618 7659)
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Recovery and Renewal Planning Update

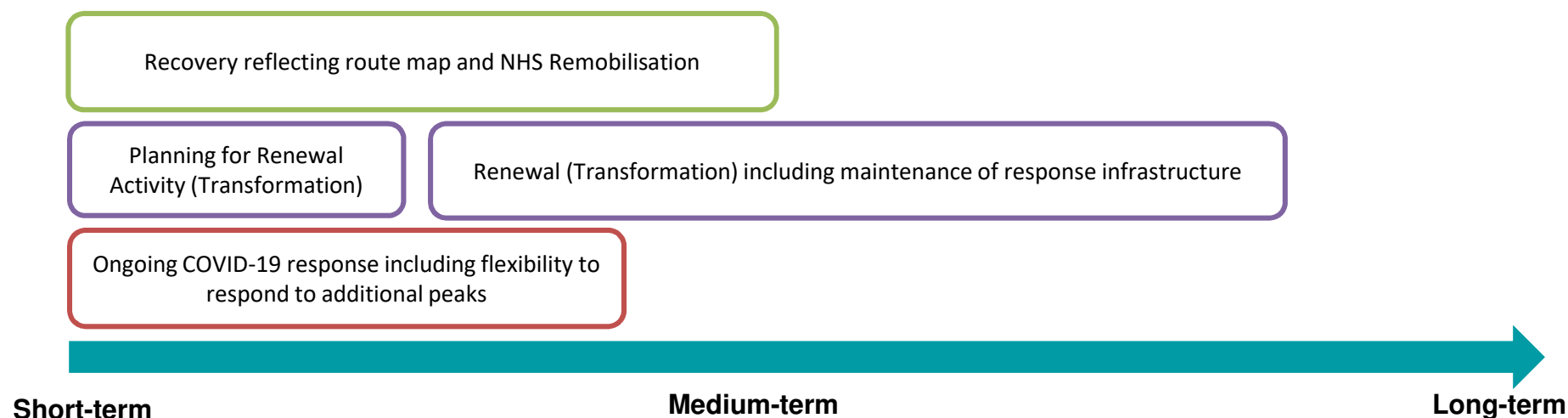
Renfrewshire Integration Joint Board (IJB)

Friday, 31 July 2020

Segmenting Recovery and Renewal Activity

Initial thinking across the health and care system has identified an opportunity to build on the successes of the COVID-19 response to implement both recovery and renewal plans in tandem. Whilst this is understandable, it raises the risk of the purposes of short-term 'recovery' activity being conflated with medium-term transformation or 'renewal' activity and overloading available resources.

The HSCP has developed a segmented approach to reflect these risks:



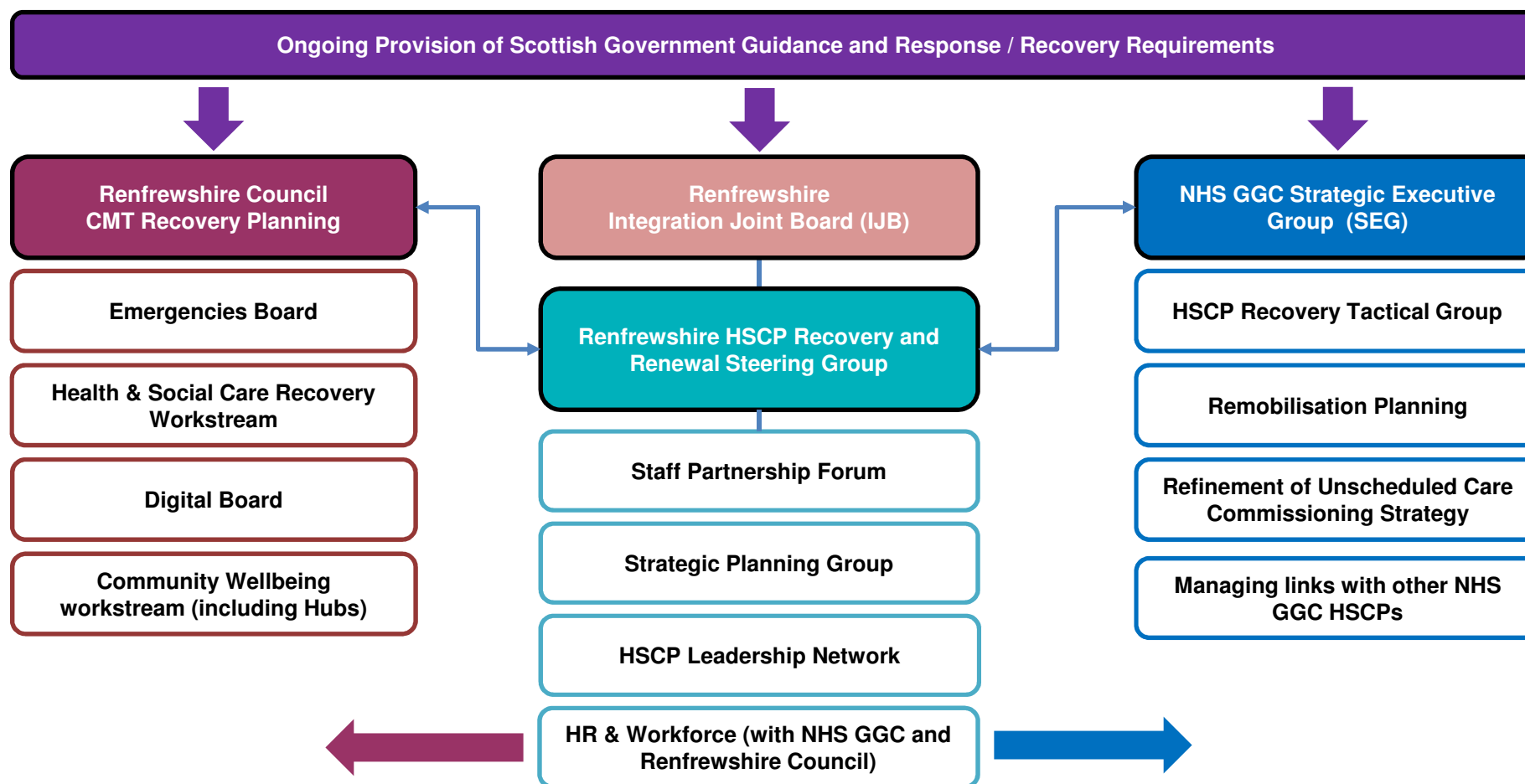
This staged approach reflects the range of uncertainties and challenges which remain and will enable the HSCP to stabilise service provision through recovery. These include:

- Organisational capacity to deliver
- Planned leave over the summer period and a tired workforce
- Continued delivery of COVID-19 services
- Financial uncertainty
- Risk of additional outbreaks
- Winter planning requirements

Recovery: Initial focus on managing linkages

The approach to recovery remains a highly fluid situation, and is being undertaken alongside the ongoing COVID-19 response. This includes those challenges and uncertainties highlighted on the previous slide.

Within this context and alongside development of recovery plans, the HSCP Recovery and Renewal Steering Group is focused on determining robust recovery and renewal processes and aligning these with our partner organisations prior to defining and implementing a formal programme structure and approach. These linkages include:



Recovery: Informed by Reflections on COVID-19 Response

In addition to the complexity of relationships and linkages which the HSCP's Recovery and Renewal planning will seek to manage, the partnership has continued to work with partners to understand and reflect on experiences through the COVID-19 response to date.



- Scottish Government Delayed Discharges Lessons Learned
- Reflective survey on COVID-19 insights via the Leadership Network
- The identification of lessons learned through recovery plans
- Communications survey and feedback
- Renfrewshire Council CMT Lessons Learned exercise
- Ongoing discussions through NHS GGC and Renfrewshire Council recovery structures on alignment of recovery activity
- Ongoing discussions on process and approach with other HSCPs within GGC
- SMT assessment of Recovery and Renewal processes and approach
- Continued review of changes in COVID-19 infection levels and likelihood of additional peaks

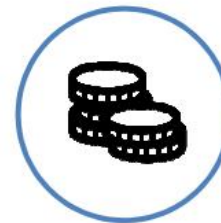
The reflections and insight from this engagement is informing the development of the HSCP's recovery and renewal approach, and will inform a lessons learned development session with the IJB in August

Identifying Core Enablers for COVID-19 Recovery and Renewal

Recovery planning – and longer-term renewal – will be supported by the HSCP's focus on a range of cross-cutting enablers. The HSCP is currently considering our approach to resourcing the workforce and digital and data strands.



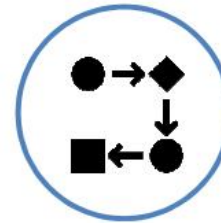
Workforce and Organisational Development will focus on incorporating COVID-19 changes and developing workforce plans to meet future demands



Finance and Procurement will guide planning, promoting financial sustainability and alignment with savings requirements



Digital and Data will be central to future delivery models, building on the successes in the COVID-19 response



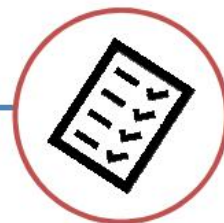
Existing **Clinical and Care Governance** frameworks will be followed to ensure plans and proposals are safe and effective



Property and FM will be crucial in identifying how property can be used and maintained with physical distancing in place – linking to long-term needs



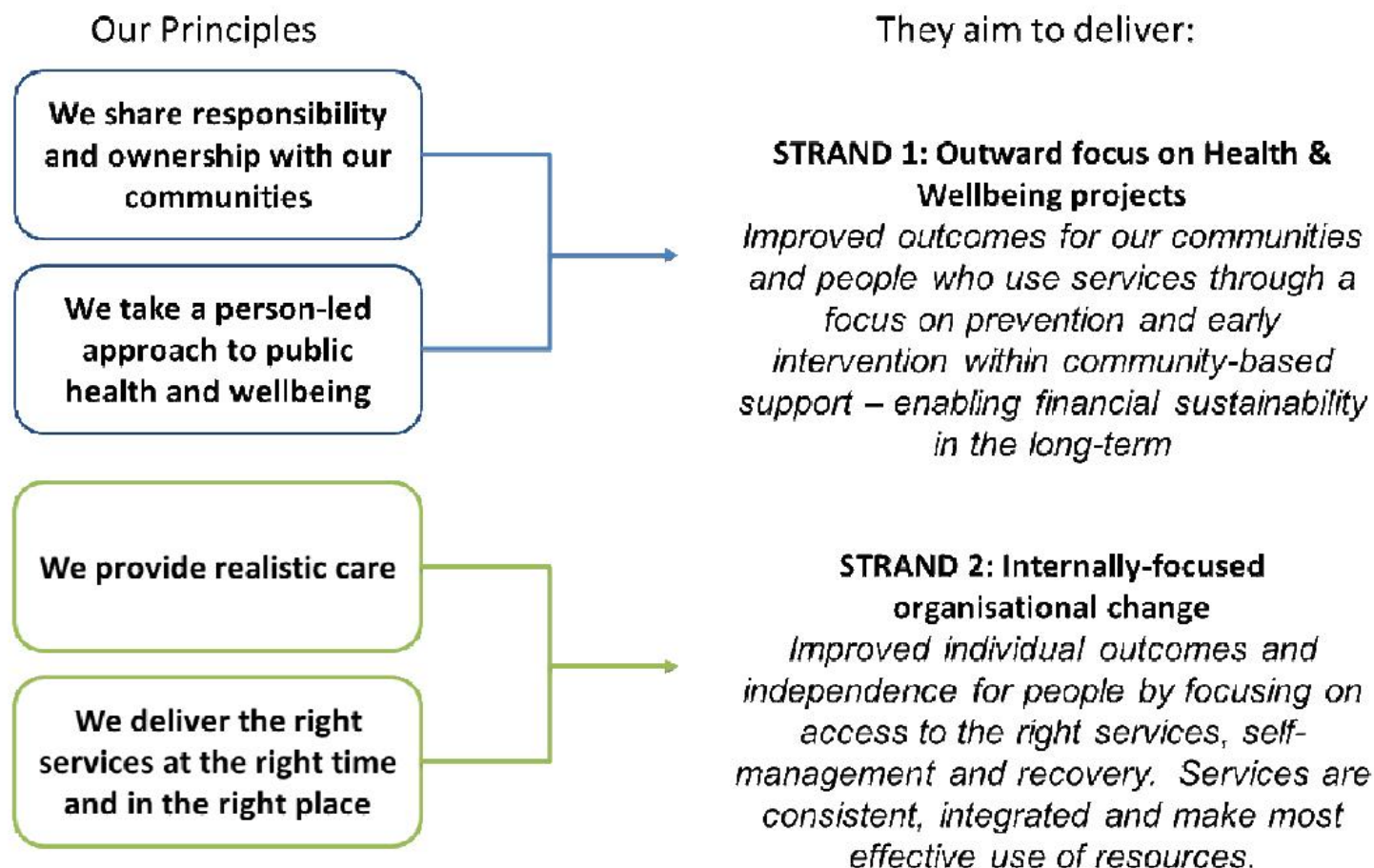
Communications will be pivotal, with a clear and consistent recovery narrative developed with flexible comms responding to emerging circumstances



Programme Management and PMO will support delivery of all activity, monitoring progress and tracking emerging benefits



A Reminder of the Guiding Principles and Strands of Activity



Health & Wellbeing discussions with the SPG: Strand 1 activity

The SPG met as a full group for the first time post-COVID to discuss priority areas of action identified in February 2020:



Loneliness and social isolation



Health inequalities



Lower-level mental health and wellbeing



Early years and vulnerable families



Housing as a health issue



Healthy and active living

The group agreed that these priorities remain valid, noting the need to focus on:

- Child poverty and bereavement support as a result of COVID-19
- Carers, those shielding and those impacted by COVID-19 unemployment as priority groups

The next meeting of the SPG will take place on 12 August 2020, and will focus on priority activity that can be influenced and taken forward by SPG partners, noting capacity constraints and the need to prioritise and phase resources for greatest impact.

Next Steps

The HSCP will continue to develop our recovery and renewal planning approach through the SMT and ongoing engagement with partners. Regular operational service updates will continue to be brought to the IJB. In addition, the key next steps are:

- Undertake a COVID-19 lessons learned development session with the IJB;
- Develop recommendations on recovery and renewal governance, aligning with partner recovery structures, to bring to the IJB meeting in October;
- Progress the agreement of priorities and supporting action plan with the SPG under 'Strand 1';
- Finalise Strand 2 scope and programmes under 'renewal';
- Review the approach and capacity requirements for delivering the cross-cutting enablers; and
- Develop plans for involvement of the Leadership Network in the development of recovery and renewal plans and to inform the pace of change possible, reflecting capacity and the impact of the COVID-19 response.

To: Renfrewshire Integration Joint Board

On: 31 July 2020

Report by: Chief Finance Officer

Heading: Financial Implications of COVID-19 on Delegated IJB Budget

Direction Required to Health Board, Council or Both	Direction to:	
	1. No Direction Required	X
	2. NHS Greater Glasgow & Clyde	
	3. Renfrewshire Council	
	4. NHS Greater Glasgow & Clyde and Renfrewshire Council	

1. Purpose

- 1.1. The purpose of this report is to outline the current estimated financial impact on the IJB's delegated budgets, arising from the COVID-19 pandemic.
- 1.2. Members should note, that as highlighted throughout this report, the financial implications for the IJB will become clearer over time, as the impact and magnitude of the pandemic on the Health and Social Care Partnership's (HSCP) services emerges.
- 1.3. Scotland, in common with all parts of the UK, entered lockdown on 23 March 2020. A range of constraints were implemented, then strengthened through legislation (the Coronavirus (Scotland) Act 2020), and the Health Protection (Coronavirus) (Restrictions) (Scotland) Regulations 2020. Under law, this is reviewed at least every three weeks which ensures the impact of restrictions remains proportionate to the threat posed to wider societal and economic aspects. In addition, the Coronavirus (Scotland) (No.2) Bill became an Act on 26 May 2020.
- 1.4. Despite the four nations entering lockdown at the same point, relaxation of lockdown conditions is now proceeding at a different pace across the UK with Scotland maintaining full lockdown prior to announcing their route map on 21 May, with the implementation of each Phase being determined by reductions in the rate on infection and the ability of the health and social care system to manage future infection peaks.
- 1.5. The financial consequences of the pandemic are expected to be significant in the short term, with unprecedented financial interventions made by national governments to support the immediate COVID-19 response, the economy and businesses. It is therefore inevitable that the economy across the UK and Scotland will experience the severest economic decline in modern history. In addition, it is likely that the period of recovery will take considerably longer than initially forecast, with the Bank of England suggesting that it will take at least

until summer 2021 to recover the lost economic output. However, it is recognised that there is a high risk that the recovery may indeed take considerably longer than this, with longer lasting economic damage to some sectors taking longer to recover than others.

- 1.6. The scale of government intervention which has been required to support the economy will inevitably have both short, and, longer term implications for public finances across the UK and Scotland. This may therefore require the IJB to reconsider its 2020/21 budget and potentially reassess its medium-term financial planning as the full impact of the pandemic becomes clearer in the months ahead and as the IJB takes forward its Recovery and Renewal Planning Programme.
- 1.7. This report provides an initial estimate of the financial impact of the COVID-19 pandemic in the current financial year, members should however note that this position will be subject to change as the year progresses and greater clarity transpires.

2. Recommendations

It is recommended that the IJB:

- Note the current financial assessment of the potential revenue consequences of the COVID-19 pandemic along with the anticipated disruption to the IJB's planned savings in 2020/21 as outlined in Section 4 and 5 of the report;
- Note that the funding confirmed to date is significantly less than the estimated additional costs to the IJB;
- Note that the financial impact of responding to the pandemic may continue to increase over the coming months as more increasing and changing demands are placed on the IJB;
- Agree to the Chief Finance Officer's (CFO's) recommendation in Section 7, that the Chief Officer, develops a range of proposals for the IJB's consideration, which will support the IJB's ability to deliver a balanced budget in 2020/21 and which will support a refreshed medium-term financial plan;
- Note that further updates on the developing financial position will be provided to the IJB on a regular basis as material developments emerge;
- Agree the CFO's recommendation in Section 6.12, that the Chief Officer writes to the Cabinet Secretary of Health and Sport to seek a commitment of funding for the additional expenditure already incurred, and the anticipated future expenditure as detailed on the local mobilisation plans to allow the IJB to fund the level of financial support requested from its suppliers to protect their sustainability, and ensure the financial sustainability of the IJB.
- Agree the CFO's recommendation in Section 6.13 that sustainability payments are not made until the partnership receives confirmation of funding from the Scottish Government.

3. 2020/21 IJB Delegated Budget

- 3.1. At its meeting of 20 March 2020, the IJB agreed to accept the delegated Adult Social Care Budget for 2020/21 and to delegate responsibility for the Chief

Officer in consultation with the Chair, to accept the 2020/21 delegated health budget subject to the expected uplift of 3%, reflecting the Board's uplift for 2020/21 (including any final adjustments in relation to recurring budget adjustments at month 12). Members are reminded that the indicative budget agreed by the IJB on 20 March 2020 assumed "business as usual", with no provision made for the potential financial and economic impact of COVID-19.

- 3.2. NHSGGC's draft Financial Plan for 2020/21 was presented to the NHSGGC Board in February 2020 and an updated version was due to be presented at the April 2020 Board meeting for final approval. However, due to the COVID-19 pandemic, NHSGGC's Operational Plan has been suspended and both it and the supporting Financial Plan will require to be reviewed in light of the COVID-19 pandemic. This delay means that the IJB is still awaiting formal notification of its 2020/21 delegated Health budget allocation.
- 3.3. The COVID-19 response has impacted significantly on the delivery of the HSCP's services and is expected to have financial implications for the financial years 2020/21 and 2021/22 as a minimum. Additional governance was established at the outset of our response to the pandemic to manage COVID-19 related spend, and financial updates are provided on a monthly basis to the Scottish Government, having initially been provided weekly.
- 3.4. The fluid nature of this situation means that uncertainty remains over the HSCP's financial position. The extent to which costs incurred will be covered by the Scottish Government remains unclear and future spikes in demand for services whether as a result of an increase in infection rates or through the return of 'pent-up' demand will create additional pressures. Consequently, previously agreed savings plans, and transformational activity will require ongoing review and realignment.
- 3.5. Members are reminded that the IJB's delegated budget for 2020/21 is underpinned by savings of £2.619m. However, since the approval of the budget on 20 March 2020, the COVID-19 pandemic has significantly impacted HSCP financial planning activity and our ability to deliver the approved savings for 2020/21 as part of our transformation programme to secure a balanced budget for 2021/22.

4. Responding to the COVID-19 pandemic

- 4.1. The challenge faced by Renfrewshire HSCP and its partner organisations (and all HSCPs across Scotland) in responding to the COVID-19 pandemic is unprecedented and required a significant degree of service change within a short period of time. Some of these service changes are likely to continue over the medium term, and at least over the next few financial years. We need to continuously review our service models to reflect service user need, alongside what can be safely delivered. As part of this work, where effective, innovative ways of working have been introduced as part of the rapid changes we made, we must evaluate these to ensure they are outcome focused and are sustainable models in the longer term. This should involve wider stakeholder engagement – which was not possible as we responded to the pandemic.
- 4.2. In response to the pandemic, Renfrewshire HSCP implemented a clear and structured approach to mobilisation and the implementation of service changes,

led by the Local Response Management Team consisting of senior management and representatives from the staff partnership (trade unions). In addition to significant service change, the COVID-19 response has had a significant impact upon the partnership's transformational plans.

- 4.3. Prior to the COVID-19 pandemic, Renfrewshire HSCP was implementing a transformation programme focused on delivering a community response to improving health and wellbeing, and an internal organisational review. As part of the HSCP's response, early in March 2020, it was decided to pause transformational activity to enable all resources to be focused on delivering frontline services. As the wider context develops, transformation plans will require review and refresh and savings plans will need to be re-profiled and realigned.

5. Medium-Term Financial Plan

- 5.1. Renfrewshire IJB approved its first Financial Plan in September 2017, setting out the challenging financial outlook facing the IJB and providing the foundations for the determination of budget savings which would be required within the context of ongoing external uncertainty (for example the impact of Brexit) and ongoing financial constraint.
- 5.2. Work was undertaken in early 2019/20 to update the assumptions and projections outlined within this plan, and the IJB approved a revised Medium-Term Financial Plan (MTFP) 2020/21 to 2024/25 in November 2019 which outlined the financial challenges and opportunities the HSCP faces over the next 5 years, and providing a framework for the HSCP to remain financially sustainable.
- 5.3. A range of key assumptions were used to develop the MTFP, which are subject to a significant degree of uncertainty. Reflecting this context, four scenarios are modelled within the plan (low, medium, high and worst case), to determine a range of possible outcomes which may occur. The most recent review in March 2020, which was undertaken in the context of delayed Scottish Government and UK Government budget announcements, identified a net budget gap of £9m to £19m between 2021/22 and 2023/24 which the IJB will need to address.
- 5.4. However, the above projections did not consider the impact which the COVID-19 pandemic has had and will continue to have on Renfrewshire IJB's financial position. The full extent of this impact is inherently uncertain and will not be clear until the next financial year. As outlined in paragraph 3.5, the 2020/21 budget is underpinned by £2.619m savings. However, as highlighted earlier in this report, existing savings proposals are unlikely to be delivered in full in financial year 2020/21, and, both service budgets and savings plans will need to be continually reviewed as the COVID-19 situation progresses. Ultimately, this means that a step-change in the HSCP's approach to service change and improvement will be absolutely essential over the coming years.
- 5.5. The IJB agreed the adoption of a two-tier approach to delivering its financial strategy, focusing on the continued delivery of short-term savings alongside medium-term transformation of the way in which Renfrewshire HSCP operates:

- Tier 1 savings derived through ongoing efficiencies and furthering integrated working within 2020/21, however, as noted above, delivery of these will be subject to the ongoing COVID-19 response requirements; and
- Tier 2 savings to be delivered by 2024 through the creation of a transformation programme within the HSCP, building on the progress made to date through Change and Improvement work. The long-term impact of COVID-19 will however play a significant role on how we deliver our transformation programme including the ability to make significant cost reductions within tight timescales.

5.6. In March 2020, the IJB approved the HSCP's four guiding principles for transformation. These principles are:

- We share responsibility and ownership with our communities;
- We take a person-led approach to public health and wellbeing;
- We provide realistic care; and
- We deliver the right services at the right time and in the right place.

5.7. The delivery of the HSCP's Transformation Programme and agreed savings to be achieved within financial year 2020/21 were predicated on the continued delivery of existing service reviews and the wider implementation of the HSCP's Transformation Programme. However, as highlighted above since March 2020, all transformational activity has been paused by the HSCP, to enable focus on the delivery of critical and essential services during the pandemic.

5.8. As highlighted earlier in paragraph 4.3 of this paper, our formal Transformation Programme has been paused. Our Recovery Planning Programme will now replace the former Transformation Programme (this is the subject of another paper to this meeting). It will continue to have the same overarching objectives of the Transformation Programme, however, the delivery approach and scale of what needs to be delivered will need to change to reflect COVID-19 and the changing financial position.

5.9. The Recovery Planning Programme will reflect the learnings of our COVID-19 response, which, out of necessity accelerated many of the Transformation Programme's guiding principles eg digital, community empowerment. It will build on the good work done during COVID-19, including investment in digital, but will reflect new challenges and financial pressures e.g. sustainability of care homes and care providers; expected increases in health inequalities, PPE requirements and increased mental health referrals.

5.10. It is hoped that moving into 2021/22 the financial impact would to an extent return to normal financial planning levels, however, given the likelihood of the longer term impact on the economy as a whole and the delay in the delivery of approved savings, the IJB's financial position will remain subject to a number of varying scenarios.

6. **Impact of COVID-19 on 2020/21 Budget**

6.1. As highlighted throughout this report, the HSCP's response to mitigating against the impact of COVID-19 and the uncertainty and challenges arising from this

situation are unprecedented and will continue to impact beyond the next financial year, the extent of which will become clearer as financial year 2020/21 progresses.

6.2. To manage this effectively, additional financial governance has been implemented and will remain in place for the foreseeable future to ensure effective control over COVID-19 related spend, supported by ongoing engagement with partners and Scottish Government. This includes:

- COVID-19 spend approval forms to enable the separate tracking and management of spend incurred in the COVID-19 response;
- The regular completion of financial reporting at an NHSGGC and Scottish Government level;
- In recognition of the challenges faced by providers, the HSCP allowed the relaxation of contract specifications to enable flexibility in service delivery. Reasonable additional costs incurred by providers in their COVID-19 response will also be paid in line with Scottish Government guidance; and
- Establishment of a Recovery Programme steering group to ensure a clear governance structure and control.

6.3. Additional uncertainty remains over the HSCP's financial position due to:

- The continually changing situation and uncertainty over the extent of costs incurred which will be funded by the Scottish Government; and
- The potential for future spikes in demand for services which could create additional delivery and financial pressures; and
- The financial sustainability of our external providers including the third sector; and
- The unknown impact of the Brexit negotiations; and
- The associated impact of these on the HSCP's transformation and savings plans, which will require ongoing review and realignment.

6.4. The financial consequences of the pandemic for the IJB and our partners are subject to a combination of both local and national decisions, including the pace at which the Scottish Government is able to progress through each phase of their route map to removal of all lockdown restrictions.

6.5. For the purposes of this report the estimated costs provided to the Scottish Government through our Mobilisation Plan and associated Financial Tracker have been used. These assume a phased approach to costs tailoring off towards the latter part of this financial year. Members should note that this position is dependent on the Scottish Government's ability to move through the phases of their route map as planned. These estimates will therefore be subject to continual review and refinement.

6.6. The following table summarises the main areas of 'cost' which the HSCP has incurred, and, is projected to incur as a result of the current emergency arrangements – these include: provider sustainability payments; loss of income; and, the cost of savings which have been delayed in their implementation.

Total Estimated Cost @ 20th July 2020			
Description of Cost Type	Total Costs £000's	Costs Incurred to Date £000's	Estimate of Future Commitments £000's
Additional Staff Costs	1,935	933	1,002
Provider Sustainability Costs	16,127	925	15,201
PPE	743	706	38
Delayed Discharge & Care at Home	875	559	316
Community Hubs	1,667	280	1,387
Hospices Loss of Income	693	693	(0)
Unachieved Savings	1,080	295	785
Loss of Income	186	51	135
Other Costs	1,841	283	1,558
			-
TOTAL	25,147	4,724	20,423

- 6.7. As highlighted in the above table, the estimated financial impact on the IJB due to delays in the delivery of planned savings is a shortfall of £1,080m. The actual impact may however be higher or lower than currently estimated, depending upon a wide range of influencing factors including: the time taken to move through the route map of recovery; the impact of Test, Trace, Isolate and Support (TTIS) on our internal services as well as our externally contracted services; and, the level of funding which is likely to be received from the Scottish Government.
- 6.8. The figures included in the table, will be subject to continuous change, especially those in relation to provider sustainability payments – as work progresses in taking forward the requirement for IJBs to progress provider sustainability payments in line with the joint guidance from CoSLA and the Scottish Government.
- 6.9. A summary of the additional funding allocated to Renfrewshire IJB by the Scottish Government to assist in funding our response to the COVID-19 emergency is provided in the table below. This shows that in total £2.36m has so far been allocated, which is significantly less than the estimated £25m of gross additional costs outlined in Section 6.6 above, and less than the actual gross additional costs incurred to date to mid-July of circa £5m.

Confirmed Funding Sources to Support the HSCP's COVID-19 Response	£000's
Share of £50m funding for Community Care	£1.667
Hospice Funding Allocation (Accord and St Vincent's)	£0.693
Total Confirmed Funding to date	£2.360
Less: Estimated Costs @ 17/6/2020	£25,147
= Current Funding Gap	(£22,787)

- 6.10. Based on the funding announced to date, as detailed above, and in the absence of any further additional funding, there is a significant risk that the IJB will be required to partially fund any remaining gap.
- 6.11. The risk of a shortfall in funding creates a financial governance issue for the IJB. The IJB and its Chief Finance Officer have a duty to make arrangements for the proper administration of the IJB's financial affairs. This includes ensuring that sources of funding are available for items of significant expenditure. The IJB is receiving request for payments from providers to support their financial sustainability in line with government guidance. However, at this time the IJB does not have any firm commitment from the Scottish Government or any other organisation to a level of funding to meet the cost of sustainability payments that are being submitted by providers.
- 6.12. The Scottish Government did make a commitment in a letter dated 20 March 2020 from the Director General for Health and Social Care to the Chair of CoSLA (Appendix 1) to "support reasonable funding requirements" provided these were fully aligned to local mobilisation plans and provided these were accurately and immediately recorded. Also, in a letter dated 9 April 2020 (Appendix 2) from the Cabinet Secretary for Health and Sport to all Chief Officers, approval in principle was given to the Health and Social Care Mobilisation Plans that had been submitted by each HSCP. The letter indicated that she had asked officials to follow up with partnerships to fully understand the additional expenditure already incurred and the anticipated future expenditure "so that the appropriate funding can be allocated". However, the need for funding or at least a firm commitment to a precise level of funding has now become pressing. In these circumstances, it is proposed that the Chief Officer writes to the Cabinet Secretary seeking a firm commitment from the Scottish Government that it will fund the additional expenditure already incurred, and, the anticipated future expenditure as detailed on the local mobilisation plans which are regularly submitted to the Scottish Government. This would then allow the IJB to fund the level of financial support requested from its suppliers to protect their sustainability, and, ensure the financial sustainability of the IJB.
- 6.13. In light of the above, and, in line with correspondence issued to providers on 8 June 2020 from the Chief Finance Officer (Appendix 3), it is recommended that sustainability payments are not made until the partnership receives confirmation of funding from the Scottish Government.

7. 2020/21 Budget and Financial Strategy Implications

- 7.1. The immediate financial outlook for the public sector and beyond is highly challenging and unpredictable as the scale of the impact of the COVID-19 becomes clearer. In the medium-term, there is significant uncertainty over the scale of the funding gap facing the IJB. As highlighted above, a net budget gap of £9m to £19m between 2021/22 and 2023/24 was projected in the budget approved by the IJB in March 2020 (not taking into account additional financial impacts of COVID-19). It is therefore important that the IJB continues to plan for a range of potential outcomes which provide flexibility to manage the financial position in response to COVID-19 and wider pressures which arise over the next few years.

- 7.2. Local demographics and socio-economic issues such as poverty, deprivation and inequalities can vary significantly across Renfrewshire which, in turn, can impact upon the demand for and supply of services in the community. Vulnerable individuals are most at risk from the COVID-19 epidemic and it is highly likely that existing issues with loneliness and social isolation will be exacerbated by current circumstances. The HSCP and Renfrewshire Council continue to coordinate local responses to addressing these issues and work will continue beyond the transition to business as usual in 2020/21.
- 7.3. Engagement will continue between CFO's and the Scottish Government in relation to further funding support for IJB's in response to not just the immediate emergency and the consequential impact on IJB finances, but also the anticipated additional demands that are expected to be placed on IJB delegated services through the coming weeks and months as restrictions are gradually eased, the TTIS phase is fully implemented and ultimately the pandemic moves into a recovery phase.
- 7.4. Given the strong indications of mid-year revisions to both the UK and Scottish Government budgets for 2020/21 members should be aware of the potential impact this could have for the 2020/21 delegated IJB budget. These revisions may be significant and will take into account:
- The consequential costs of the financial measures taken in the short term by both the UK and Scottish Governments since the onset of COVID-19 to manage the public health response, support communities, support businesses and protect jobs and support the economy to be in a position to restart as quickly as possible; and
 - The significant negative revisions made to the economic outlook for both the UK as a whole and Scotland with regards to the short-term impact and the risk that recovery may take longer than first envisaged with a high risk of longer-term economic damage. This would almost certainly mean a review of Government spending priorities which could have a direct impact on the IJB's budget for 2020/21 and in addition impact on the IJB's medium term financial outlook.
- 7.5. In light of this, the CFO recommends that the IJB develops a flexible financial strategy to ensure the IJB can maintain financial stability in 2020/21 whilst still being able to provide safe and reliable care within a complex and challenging situation to vulnerable people within our communities. Until further clarity on funding levels is provided by the Scottish Government, this will however, be a complex process with great reliance placed on ever changing assumptions.
- 7.6. It is therefore recommended that the Chief Officer, develops a range of proposals for the IJB's consideration, which will support the IJB's ability to deliver a balanced budget in 2020/21, and, which will support an updated medium-term financial plan. The objectives of the revised strategy will be to:
- Understand the implications, for the IJB of any of any revisions to the Scottish Government budget;
 - If required, assist the IJB to make financial decisions which are focused on ensuring financial stability in 2020/21 in response to the financial implications that have emerged from COVID-19 and the changed financial context from that which existed when the 2020/21 budget was set;

- Support any revisions to the agreed financial strategy including the redirection of financial resources to re-align them with revised priorities identified as part of the COVID-19 response, the TTIS phase and ultimately the recovery period, as well as the significant risk that the IJB will be required to partially fund any remaining gap; and
- Update the IJB's medium-term financial planning to take into account any material changes identified.

Implications of the Report

1. **Financial** – Financial implications are discussed in full in the report above.
2. **HR & Organisational Development** – n/a at this stage
3. **Community Planning** - none
4. **Legal** – n/a at this stage
5. **Property/Assets** – none.
6. **Information Technology** – n/a at this stage
7. **Equality & Human Rights** – The recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement have been identified arising from the recommendations contained in the report. If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council's website.
8. **Health & Safety** – none.
9. **Procurement** – none
10. **Risk** – There are a number of risks which should be considered on an ongoing basis: adequate funding to deliver core services.
11. **Privacy Impact** – none.

List of Background Papers – None.

Author: Sarah Lavers, Chief Finance Officer

Any enquiries regarding this paper should be directed to Sarah Lavers, Chief Finance Officer (Sarah.Lavers@renfrewshire.gov.uk / 0141 618 6824)

Director-General Health & Social Care and
Chief Executive NHSScotland
Malcolm Wright



Scottish Government
Riaghaltas na h-Alba
gov.scot

T: 0131-244 2790
E: dghsc@gov.scot

Sally Loudon
Chief Executive
COSLA
Verity House
19 Haymarket Yards
EDINBURGH
EH12 5BH

20 March 2020

Dear Sally,

I am writing to you in the light of the current emergency which has been declared in the NHS in Scotland, and with the immediate and urgent requirement to increase the support and staff capacity in the Social Care sector, which includes, nursing homes, cares homes and care at home – together with the immediate requirement to substantially reduce delayed discharges across the system. This is underpinned by the work being carried out by local government colleagues, and partners, across Health Boards and IJBs to develop support arrangements for, amongst others, key workers.

In the light of all of this, and subject to any additional expenditure being fully aligned to local mobilisation plans, including the IJB responses, we have taken the decision to support reasonable funding requirements – on the basis that they will be accurately and immediately recorded and shared with the Scottish Government. Scottish Government will agree with COSLA and Health and Social Care Partnerships the basis for this reporting.

Yours sincerely

**DIRECTOR GENERAL FOR HEALTH AND SOCIAL CARE & CHIEF EXECUTIVE
NHSSCOTLAND**



Cabinet Secretary for Health and Sport
Jeane Freeman MSP



Scottish Government
Riaghaltas na h-Alba
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T: 0300 244 4000
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To Chief Officers

By email

9 April 2020

Dear Colleagues

I write in relation to the receipt of your Health and Social Care Mobilisation Plan by the Community Health and Social Care Directorate last weekend.

I would like to take the opportunity to thank you and your teams for all the work that has gone into producing those plans and, more importantly, for working at such pace to bring these to life.

I am now approving your plans in principle for the activities identified, however I have asked my officials to follow-up with partnerships to fully understand the additional expenditure already incurred and the anticipated future expenditure so that the appropriate funding can be allocated

Kind regards
Jeane
Jeane Freeman

*And my thanks to you all
for the significant work to
reduce delayed discharge
numbers.*

Scottish Ministers, special advisers and the Permanent Secretary are covered by the terms of the Lobbying (Scotland) Act 2016. See www.lobbying.scot

St Andrew's House, Regent Road, Edinburgh EH1 3DG
www.gov.scot



INVESTORS
IN PEOPLE

Accredited
Until 2020





Date: 8 June 2020
 Our ref: SL/SD
 Your ref:
 Enquiries: Sarah Lavers
 Tel: 0141 618 6824
 Email: Sarah.Lavers@renfrewshire.gov.uk

Dear Provider

Additional Costs Incurred: COVID-19 Pandemic

I wrote to you in March of this year and acknowledged our desire to support all efforts to ensure the continued provision of care and support services during the COVID-19 Pandemic.

Nationally, a consistent set of principles to ensure that the social care sector remains sustainable during the emergency response to COVID-19 has been developed. These principles align with other sources of advice such as SPPN5/20201 and the COSLA Guidance for Commissioned Services.

These principles are based on agreement from the Scottish Government that they will meet all reasonable additional provider costs as they are aligned to health and social care mobilisation plans. These principles will apply till the end of June 2020 when they will be reviewed.

Providers are expected to complete the Covid Provider Additional Costs Template and declaration to confirm they will:

- Use any national relief and business grants they are eligible for in the first instance and ensure that payments are not received that duplicate support.
- Consider where costs can be reduced in their business models such as redeployment of staff.
- Continue to employ and pay staff including for sickness in line with their organisations terms and conditions and ensure sub-contractors are paid.
- Agree an open book basis between commissioners and providers where sustainability payments have been made to ensure there is no duplication of support.
- On request, evidence that monies paid out have been used as intended. Where it has not monies paid out can be recovered by public bodies.

To support this, Renfrewshire Health and Social Care Partnership (HSCP) has developed a template for organisations to complete which should be used to record the changes which have taken place to service delivery commissioned during the current COVID-19 Pandemic.

The template will be available for organisations to detail and evidence additional costs such as (staffing, PPE or sick pay) that are over and above the normal costs incurred during the COVID-19 Pandemic. The template should also be used to detail any other national funding support measures that have been accessed to avoid double subsidy and where additional expenditure has been offset by any cost reduction (e.g. transport or ancillary service costs as a result of temporary closure).

Renfrewshire House, Cotton Street, Paisley, PA1 1AL

Full guidance on the completion of this template is included in the attached Guidance Note. Providers will be required to submit evidence to support the return and this could include copy invoices for any additional costs incurred for items such as the PPE they are seeking to be repaid. It should be noted that the HSCP will only consider paying excess cost from those which you would normally incur, and evidence of normal spending levels will also be required to be submitted. The level of additional cost payments will be made to Providers on confirmation of the funding levels made available to the HSCP by the Scottish Government.

Templates should be returned via email copied to both [REDACTED] and [REDACTED]. Once returned the templates will be reviewed and assessed for payment. At this stage more detailed discussions will take place with organisations. We are keen to adopt a measured and reciprocal approach to open book auditing during this period to support and sustain commissioned services with additional cost pressures and financial reconciliation.

For Older People Care Homes which have been impacted by a reduction in occupancy because it has been clinically unsafe to admit people or due to a reduction in admissions caused by COVID-19, a sustainability payment will be made where appropriate. These payments are made on the basis of average occupancy levels and that care homes continue to admit residents where they are able.

A separate process to manage these payments has been developed and further information on this will be issued to Providers of Older People Care Homes in due course.

Renfrewshire HSCP are committed to working in partnership with all our commissioned services through this challenging and unprecedented time and we would like to acknowledge all the hard work, flexibility and dedication of staff across the sector.

Yours sincerely

Sarah Lavers
Chief Finance Officer

Encs. Guidance Note
Additional Costs Template



To: Renfrewshire Integration Joint Board

On: 31 July 2020

Report by: Head of Administration

Heading: Local Code and Sources of Assurance for Governance Arrangements

Direction Required to Health Board, Council or Both	Direction to:	
	1. No Direction Required	X
	2. NHS Greater Glasgow & Clyde	
	3. Renfrewshire Council	
	4. NHS Greater Glasgow & Clyde and Renfrewshire Council	

1. Summary

- 1.1. The purpose of this report is to ask the IJB to approve the report reviewed at the IJB Audit Risk and Scrutiny Committee on 19 June 2020, that being the updated Local Code and Sources of Assurance for Governance Arrangements.

2. Recommendation

It is recommended that the IJB:

- Approve the Local Code and Sources of Assurance for Governance Arrangements (Appendix 1).

3. Sources of Assurance

- 3.1. The Local Code includes identified sources of assurance which enable the IJB to review and assess its governance arrangements, against which it will measure itself in Annual Governance Statements from 2018/19 onwards

Implications of the Report

1. **Financial** – None
2. **HR & Organisational Development** – None
3. **Community Planning** – None
4. **Legal** – The Local Code and Sources of Assurance ensures that the Integration Joint Board is compliant with the Integrated Resource Advisory Group guidance in relation to audit provision and the Local Authority Accounts (Scotland) Regulations 2014.
5. **Property/Assets** – None
6. **Information Technology** – managing information and making information available may require ICT input.

7. **Equality & Human Rights** – The recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement have been identified arising from the recommendations contained in the report. If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council's website.
8. **Health & Safety** – None
9. **Procurement** – None
10. **Risk** – Without a Local Code and Sources of Assurance, there is a risk that the Integration Joint Board does not have an effective framework for the assessment of its governance arrangements.
11. **Privacy Impact** – None. The information to be made available via the Publication Scheme is information which would be disclosed in response to a request under the Freedom of Information (Scotland) Act 2002. This therefore would not include Personal Data as defined by the General Data Protection Regulations 2018 and Data Protection Act 2018.

List of Background Papers – None

Author: Jean Still, Head of Administration

Any enquiries regarding this paper should be directed to Jean Still, Head of Administration (Jean.Still@ggc.scot.nhs.uk / 0141 618 7659)

To: IJB Audit, Risk and Scrutiny Committee

On: 19 June 2020

Report by: Head of Administration

Heading: Local Code and Sources of Assurance for Governance Arrangements

1. Summary

- 1.1. The purpose of this report is to seek approval from the IJB Audit Risk and Scrutiny Committee on the updated Local Code and Sources of Assurance for Governance Arrangements.
 - 1.2. Renfrewshire IJB operates through a governance framework based on legislative requirement, governance principles and management processes. The IJB has worked to ensure that its governance arrangements are robust and based on good practice.
 - 1.3. The IJB agreed on 22 March 2019 that the review of the Local Code of Governance arrangements is carried out by the IJB Audit Committee (now known as Audit Risk & Scrutiny Committee) in advance of being presented to the IJB for approval.
 - 1.4. It should be noted that some evidence of assurances contained in Appendix 1 are the responsibility of NHS Greater Glasgow & Clyde and/or Renfrewshire Council e.g. the Capital Programme. This will be noted with ongoing monitoring arrangements.
-

2. Recommendations

It is recommended that the IJB Audit Risk & Scrutiny Committee:

- Review the updated Local Code and Sources of Assurance attached in Appendix 1 for submission to the IJB for approval.
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3. Background

- 3.1. The IJB's approved Annual Governance Statement for 2015/16 confirmed that it had adopted governance arrangements that were consistent with the principles of CIPFA's and the Society of Local Authority Chief Executives' (SOLACE) framework 'Delivering Good

Governance in Local Government: Framework' and the Statement explained how the IJB complied with the Framework and also met the Code of Practice on Local Authority Accounting in the UK.

- 3.2. While the Framework is written in a Local Authority context, most of the principles are applicable to the IJB, particularly as legislation recognises IJBs as a local government body under Part VII of the Local Government (Scotland) Act 1973, and therefore subject to the Local Authority Accounting Code of Practice.

4. Sources of Assurance

- 4.1. The Local Code includes identified sources of assurance which enable the IJB to review and assess its governance arrangements, against which it will measure itself in Annual Governance Statements from 2018/19 onwards.

5. Compliance with Local Code

- 5.1. The Local Code of Governance Arrangements is a statement of the policies and procedures through which we direct and control our functions and how we interact with service users, the local community and other stakeholders. It enables the IJB to demonstrate that its governance structures comply with the core and sub principles contained in the Framework, and test their governance structures and partnerships against the Framework's principles.
- 5.2. The Local Code of Corporate Governance is subject to ongoing review by the Chief Finance Officer to ensure that internal controls, risk management and other governance arrangements are improved through the implementation of the framework.

Implications of the Report

- 1. **Financial** – None
- 2. **HR & Organisational Development** – None
- 3. **Community Planning** – None
- 4. **Legal** – The Local Code and Sources of Assurance ensures that the Integration Joint Board is compliant with the Integrated Resource Advisory Group guidance in relation to audit provision and the Local Authority Accounts (Scotland) Regulations 2014.
- 5. **Property/Assets** – None
- 6. **Information Technology** – managing information and making information available may require ICT input.
- 7. **Equality & Human Rights** – The recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement have been identified arising from the recommendations contained in the report. If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council's website.

- 8. **Health & Safety** – None
- 9. **Procurement** – None
- 10. **Risk** – Without a Local Code and Sources of Assurance, there is a risk that the Integration Joint Board does not have an effective framework for the assessment of its governance arrangements.
- 11. **Privacy Impact** – None. The information to be made available via the Publication Scheme is information which would be disclosed in response to a request under the Freedom of Information (Scotland) Act 2002. This therefore would not include Personal Data as defined by the General Data Protection Regulations 2018 and Data Protection Act 2018.

List of Background Papers – None

Author: Jean Still, Head of Administration

Any enquiries regarding this paper should be directed to Jean Still, Head of Administration (Jean.Still@ggc.scot.nhs.uk / 0141 618 7659)
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A. Behaving with integrity, demonstrating strong commitment to ethical values, and respecting the rule of law**Good Governance Code**

Public Sector organisations are accountable not only for how much they spend, but also for how they use the resources under their stewardship. This includes accountability for outputs, both positive and negative, and for the outcomes they have achieved. In addition, they have an overarching responsibility to serve the public interest in adhering to the requirements of legislation and government policies. It is essential that, as a whole, they can demonstrate the appropriateness of all their actions

Ref	Sub Principles	Behaviours and actions that demonstrate good governance in practice	Examples of systems, processes, documentation and other evidence demonstrating compliance
A1.1	Behaving with Integrity	<p>Ensuring IJB members and officers behave with integrity and lead a culture where acting in the public interest is visibly and consistently demonstrated thereby protecting the reputation of the organisation.</p> <p>Demonstrating, communicating and embedding the standard operating principles or values through appropriate policies and processes which are reviewed on a regular basis to ensure that they are operating effectively</p>	<ul style="list-style-type: none"> • Standards and Codes of conduct / updates by Standards Officer • Individual sign off with regard to compliance with code • Induction for IJB members and staff on standard of behaviour expected • Performance appraisals for staff • Decision making systems • Declarations of interests made and recorded at all Board and Committee meetings • Conduct at meetings • Development sessions to support decision making on specific issues • Anti-fraud policies are working effectively • Up-to-date register of interests • Up-to-date register of gifts and hospitality • Complaints policy and examples of responding to complaints about behaviour • Changes/improvements as a result of complaints received and acted upon
A2.1	Demonstrating strong commitment to ethical values	Seeking to establish, monitor and maintain the organisation's ethical standards and performance.	<ul style="list-style-type: none"> • Scrutiny of decision making • Championing ethical compliance at governing body level

		<p>Underpinning personal behaviour with ethical values and ensuring they permeate all aspects of the organisation's culture and operation.</p> <p>Developing and maintaining robust policies and procedures which place emphasis on agreed ethical values.</p>	<ul style="list-style-type: none"> • Provision of ethical awareness training • Appraisal processes take account of values and ethical behaviour • Staff appointments policy • Procurement policy
A3.1	Respecting the rule of law	<p>Ensuring IJB members and officers demonstrate a strong commitment to the rule of the law as well as adhering to relevant laws and regulations.</p> <p>Creating the conditions to ensure that the statutory officers and IJB members are able to fulfil their responsibilities in accordance with legislative and regulatory requirements. Striving to optimise the use of the full powers available for the benefit of communities and other stakeholders. Dealing with breaches of legal and regulatory provisions effectively.</p> <p>Ensuring corruption and misuse of power are dealt with effectively.</p>	<ul style="list-style-type: none"> • Statutory provisions and guidance is followed • Job description/specifications • Compliance with CIPFA's Statement on the Role of the Chief Financial Officer in Local Government (CIPFA, 2016) • Terms of reference • Committee support • Legal advice provided by officers • Monitoring provisions • Record of legal advice provided by officers • Statutory provisions

B. Ensuring openness and comprehensive stakeholder engagement

To ensure the HSCP is run for the public good, the organisation should ensure openness in its activities. Clear, trusted channels of communication and consultation should be used to engage effectively with all groups of stakeholders, such as individual citizens and service users, as well as institutional stakeholders.

Ref	Sub Principles	Behaviours and actions that demonstrate good governance in practice	Examples of systems, processes, documentation and other evidence demonstrating compliance
B1.1	Openness	<p>Ensuring an open culture through demonstrating, documenting and communicating the organisation's commitment to Openness</p> <p>Providing clear reasoning and evidence for decisions in both public records and explanations to stakeholders and being explicit about the criteria, rationale and considerations used.</p> <p>Ensuring that the impact and consequences of those decisions are clear.</p>	<ul style="list-style-type: none">• Annual report• Freedom of Information Act• Publication scheme online• Organisational values• IJB papers published in advance of meetings• Record of decision making and supporting materials• Meeting reports show details of advice given• Discussion among all IJB members and officers on the information needs of members to support decision making e.g. developing Performance Framework• Agreement on the information that will be provided and timescales• Calendar of dates for submitting, publishing and distributing timely reports is adhered to.
B2.1	Engaging comprehensively with all stakeholders	<p>Effectively engaging with stakeholders to ensure that the purpose, objectives and intended outcomes are clear so that outcomes are achieved successfully and sustainably.</p> <p>Developing formal and informal partnerships with stakeholders to allow for recourse to be used more efficiently and outcomes achieved more effectively based on:</p> <ul style="list-style-type: none">• Trust• a shared commitment to change	<ul style="list-style-type: none">• Communication strategy• Database of stakeholders with whom the IJB engages• Partnership working embedded throughout IJB• SPG meet regularly and interlinks with IJB

		<ul style="list-style-type: none"> • a culture that promotes and accepts challenge among partners and that the added value of partnership working is explicit. 	
B3.1	Engaging all stakeholders effectively	<p>Establishing a clear policy on the type of issues that the organisation will meaningfully consult with to ensure that service (or other) provision is contributing towards the achievement of intended outcomes. Ensuring communication methods are effective and that members and officers are clear about their roles with regard to community engagement.</p> <p>Encouraging, collecting and evaluating the views and experiences of communities, service users and organisations of different backgrounds and implementing effective feedback mechanisms in order to demonstrate how their views have been taken into account.</p>	<ul style="list-style-type: none"> • Record of public consultations • Partnership working embedded throughout the IJB • Communications strategy • Joint strategic needs assessment • Processes for dealing with competing demands within the community, for example a consultation.

C. Defining outcomes in terms of sustainable economic, social, and environmental benefits

The long term nature and impact of many of the organisation's responsibilities mean that it should define and plan outcomes and that these should be sustainable. Decisions should further the organisation's purpose, contribute to intended benefits and outcomes, and remain within the limits of authority and resources. Input from all groups of stakeholders is vital to the success of this process and in balancing competing demands when determining priorities for the finite resources available.

Ref	Sub Principles	Behaviours and actions that demonstrate good governance in practice	Examples of systems, processes, documentation and other evidence demonstrating compliance
C1.1	Defining Outcomes	<p>Having a clear vision which is an agreed formal statement of the organisation's purpose and intended outcomes containing appropriate performance indicators, which provides the basis for the organisation's overall strategy, planning and other decisions.</p> <p>Specifying the intended impact on, or changes for, stakeholders and delivering defined outcomes on a sustainable basis within the resources that will be available.</p> <p>Identifying and managing risks to the achievement of outcomes.</p> <p>Managing service users' expectations effectively with regard to determining priorities and making the best use of the resources available.</p>	<ul style="list-style-type: none">• Vision used as a basis for corporate and service planning• Community engagement and involvement• Corporate and service plans• Regular reports on progress• Performance trends are established and reported upon• Risk management protocols• An agreed set of quality standard measures for each service element are included in service plans• Processes for dealing with competing demands within the community
C2.1	Sustainable economic, social and environmental benefits	Considering and balancing the combined economic, social and environmental impact of policies, plans and decisions when taking decisions about service provision. Taking a longer term view with regard to decision making, taking account of risk and acting transparently where there are potential conflicts between the organisation's intended outcomes and short-term factors such as the political cycle or financial constraints.	<p>Placing reliance on Partners Capital investment protocol to ensure these are structured to achieve appropriate life spans and adaptability for future use so that resources are spent on optimising social, economic and environmental wellbeing:</p> <ul style="list-style-type: none">o Capital programmeo Capital investment strategy

		<p>Determining the wider public interest associated with balancing conflicting interests between achieving the various economic, social and environmental benefits, through consultation where possible, in order to ensure appropriate trade-offs.</p> <p>Ensuring fair access to services</p>	<p>Reliance on Partners Climate Change Planning</p> <ul style="list-style-type: none"> • Discussion between members and officers on the information needs of members to support decision making • Record of decision making • Protocols for consultation • Protocols ensure fair access and statutory guidance is followed
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D. Determining the interventions necessary to optimise the achievement of the intended outcomes

The organisation will achieve its intended outcomes by providing a mixture of legal, regulatory, and practical interventions. Determining the right mix of these courses of action is a critically important strategic choice that local government has to make to ensure intended outcomes are achieved. They need robust decision-making mechanisms to ensure that their defined outcomes can be achieved in a way that provides the best trade-off between the various types of resource inputs while still enabling effective and efficient operations. Decisions made need to be reviewed continually to ensure that achievement of outcomes is optimised.

Ref	Sub Principles	Behaviours and actions that demonstrate good governance in practice	Examples of systems, processes, documentation and other evidence demonstrating compliance
D1.1	Determining interventions	Ensuring decision makers receive objective and rigorous analysis of a variety of options indicating how intended outcomes would be achieved and including the risks associated with those options.	<ul style="list-style-type: none">• Discussion between members and officers on the information needs of members to support decision making• Decision making protocols• Option appraisals• Agreement of information that will be provided and timescales
D1.2	Determining interventions	Considering feedback from the public and service users when making decisions about service improvements or where services are no longer required in order to prioritise competing demands within limited resources available including people, skills, land and assets and bearing in mind future impacts.	<ul style="list-style-type: none">• Consultations• Strategic Plan• Financial Strategy linked to Strategic Plan
D2.1	Planning interventions	Establishing and implementing robust planning and control cycles that cover strategic and operational plans, priorities and targets.	<ul style="list-style-type: none">• Calendar of dates for developing and submitting plans and reports that are adhered to
D2.2	Planning interventions	Engaging with internal and external stakeholders in determining how services and other courses of action should be planned and delivered.	<ul style="list-style-type: none">• Communication strategy

D2.3	Planning interventions	Considering and monitoring risks facing each partner when working collaboratively including shared risks.	<ul style="list-style-type: none"> • Risk Management protocol
D2.4	Planning interventions	Establishing appropriate key performance indicators (KPIs) as part of the planning process in order to identify how the performance of services and projects is to be measured.	<ul style="list-style-type: none"> • KPIs have been established and approved for each service element and included in the service plan and are reported upon regularly
D2.5	Planning interventions	Ensuring capacity exists to generate the information required to review service quality regularly.	<ul style="list-style-type: none"> • Reports include detailed performance results and highlight areas where corrective action is necessary
D3.1	Optimising achievement of intended outcomes	Ensuring the Medium Term Financial plan integrates and balances service priorities, affordability and other resource constraints and sets the context for ongoing decisions on significant delivery issues or responses to changes in the external environment that may arise during the budgetary period in order for outcomes to be achieved while optimising resource usage.	<ul style="list-style-type: none"> • Feedback surveys and exit/ decommissioning strategies • Changes as a result • Medium Term Financial plan

E. Developing the entity's capacity, including the capability of its leadership and the individuals within it

The organisation needs appropriate structures and leadership, as well as people with the right skills, appropriate qualifications and mind-set, to operate efficiently and effectively and achieve their intended outcomes within the specified periods. A local government organisation must ensure that it has both the capacity to fulfil its own mandate and to make certain that there are policies in place to guarantee that its management has the operational capacity for the organisation as a whole. Because both individuals and the environment in which an authority operates will change over time, there will be a continuous need to develop its capacity as well as the skills and experience of the leadership of individual staff members. Leadership is strengthened by the participation of people with many different types of backgrounds, reflecting the structure and diversity of communities.

Ref	Sub Principles	Behaviours and actions that demonstrate good governance in practice	Examples of systems, processes, documentation and other evidence demonstrating compliance
E1.1	Developing the entity's capacity	Reviewing services, performance and use of assets on a regular basis to ensure their continuing effectiveness.	<ul style="list-style-type: none">• Regular reviews of activities, outputs and planned outcomes
E1.2	Developing the entity's capacity	Recognising the benefits of partnership and collaborative working where added value can be achieved.	<ul style="list-style-type: none">• Effective operation of partnerships which deliver agreed outcomes e.g. development of Strategic Planning Group, Joint Staff Partnership Forum, Unscheduled Care Local Group, Carers Group, Care and Quality Governance Groups (Executive and Locality), Acute/HSCP Interface Meeting
E1.3	Developing the entity's capacity	Developing and maintain an effective workforce plan.	<ul style="list-style-type: none">• Development of new three year local workforce plan will require to be produced, particularly given the new workforce challenges and considerations that have emerged as we respond to Covid-19. The local HSCP workforce plan will be set up from the Strategic Plan and supporting service plans. These plans will be revisited as part of the Covid-19 Recovery and Renewal Plan, which is underway.

E2.1	Developing the capability of the entity's leadership and other individuals	Developing protocols to ensure that IJB members and officers interact with each other regarding their respective roles early on in the relationship and that a shared understanding of roles and objectives is maintained and ensuring the IJB Chair and the Chief Officer have clearly defined and distinctive leadership roles within a structure, whereby the Chief Officer leads the organisation in implementing strategy and managing the delivery of services and other outputs set by members and each provides a check and a balance for each other's authority.	<ul style="list-style-type: none"> • Job descriptions • Regular review of communication arrangements • Clear statement of respective roles and responsibilities of the Chief Officer and IJB Chair and how they will be put into practice • Access to courses/ information briefings on new legislation • Induction programme • Personal development plans
E2.2	Developing the capability of the entity's leadership and other individuals	Ensuring that there are structures in place to encourage public participation.	<ul style="list-style-type: none"> • Stakeholder forums • Strategic partnership frameworks
E2.3	Developing the capability of the entity's leadership and other individuals	Taking steps to consider the leadership's own effectiveness and ensuring leaders are open to constructive feedback and peer review and inspections.	<ul style="list-style-type: none"> • Reviewing individual member performance on a regular basis taking account of their attendance and considering any training for development needs

F. Managing risks and performance through robust internal control and strong public financial management

The organisation needs to ensure that its and governance structures that it oversees have implemented, and can sustain, an effective performance management system that facilitates effective and efficient delivery of planned services. Risk management and internal control are important and integral parts of a performance management system and crucial to the achievement of outcomes. Risk should be considered and addressed as part of all decision making activities.

A strong system of financial management is essential for the implementation of policies and the achievement of intended outcomes, as it will enforce financial discipline, strategic allocation of resources, efficient service delivery, and accountability. It is also essential that a culture and structure for scrutiny is in place as a key part of accountable decision making, policy making and review. A positive working culture that accepts, promotes and encourages constructive challenge is critical to successful scrutiny and successful delivery. Importantly, this culture does not happen automatically, it requires repeated public commitment from those in authority.

Ref	Sub Principles	Behaviours and actions that demonstrate good governance in practice	Examples of systems, processes, documentation and other evidence demonstrating compliance
F1.1	Managing Risk	<p>Recognising that risk management is an integral part of all activities and must be considered in all aspects of decision-making.</p> <p>Implementing robust and integrated risk management arrangements and ensuring that they are working effectively.</p>	<ul style="list-style-type: none">• Risk management strategy/policy formally approved, adopted, reviewed and updated on a regular basis.

		Ensuring that responsibilities for managing individual risks are clearly allocated.	
F2.1	Managing Performance	Monitoring service delivery effectively.	<ul style="list-style-type: none"> • Performance map showing all key activities have performance measures • Benchmarking information, where appropriate • Calendar of dates for submitting, publishing and distributing timely reports
F2.2	Managing Performance	Making decisions based on relevant, clear objective analysis and advice pointing out the implications and risks inherent in the organisation's financial, social and environmental position and outlook.	<ul style="list-style-type: none"> • Discussion between members and officers on the information needs of members to support decision making • Publication of agendas and minutes of meetings • Agreement on the information that will be needed and timescales
F3.1	Robust internal control	<p>Aligning the risk management strategy and policies on internal control with achieving objectives.</p> <p>Ensuring effective counter fraud and anti-corruption arrangements are in place.</p> <p>Ensuring additional assurance on the overall adequacy and effectiveness of the framework of governance, risk management and control is provided by the internal auditor.</p>	<ul style="list-style-type: none"> • Risk management strategy • Audit plan • Audit reports • Compliance with the Code of Practice on Managing the Risk of Fraud and Corruption (CIPFA, 2014) • Annual governance statement • Effective internal audit service is resourced and maintained
F3.2	Robust internal control	<p>Ensuring an Audit Committee or equivalent group or function which is independent of the executive and accountable to the governing body:</p> <ul style="list-style-type: none"> • provides a further source of effective assurance regarding arrangements for managing risk and maintaining an effective control environment • that its recommendations are listened and acted upon. 	<ul style="list-style-type: none"> • Audit Committee complies with best practice – see Audit Committees: Practical Guidance for Local Authorities and Police (CIPFA, 2013) • Terms of reference • Membership Training

F4.1	Managing data	Ensuring effective arrangements are in place for the safe collection, storage, use and sharing of data, including processes to safeguard personal data.	<ul style="list-style-type: none"> • Data management framework and procedures • Data protection officers in place via NHS and Local Authority • Data protection policies and procedures • Data sharing agreement • Data sharing register • Data processing agreements
F4.2	Managing data	Reviewing and auditing regularly the quality and accuracy of data used in decision making and performance monitoring.	<ul style="list-style-type: none"> • Data quality procedures and reports • Data validation procedures
F5.1	Strong public financial management	Ensuring well developed financial management is integrated at all levels of planning and control, including management of financial risks and controls and that it supports both long-term achievement of outcomes and short-term financial and operational performance.	<ul style="list-style-type: none"> • Budget monitoring reports • Financial management supports the delivery of services and transformational change as well as securing good stewardship

G. Implementing good practices in transparency, reporting, and audit to deliver effective accountability

Accountability is about ensuring that those making decisions and delivering services are answerable for them. Effective accountability is concerned not only with reporting on actions completed, but also ensuring that stakeholders are able to understand and respond as the organisation plans and carries out its activities in a transparent manner. Both external and internal audit contribute to effective accountability.

Ref	Sub Principles	Behaviours and actions that demonstrate good governance in practice	Examples of systems, processes, documentation and other evidence demonstrating compliance
G1.1	Implementing good practices in transparency	<p>Writing and communicating reports for the public and other stakeholders in an understandable style appropriate to the intended audience and ensuring that they are easy to access and interrogate.</p> <p>Striking a balance between providing the right amount of information to satisfy transparency demands and enhance public scrutiny while not being too onerous to provide and for users to understand.</p>	<ul style="list-style-type: none">• Standard IJB report format• Published IJB agendas, reports and minutes in clear standard formats• Website• Annual report (online and paper copies)

G2.1	Implementing good practices in reporting	Reporting at least annually on Performance. Ensuring members and officers own the results.	<ul style="list-style-type: none"> • Performance reported at each IJB meeting • Formal annual report • Annual financial statements • Appropriate approvals • Annual governance statement
G2.2	Implementing good practices in reporting	Ensuring the performance information that accompanies the financial statements is prepared on a consistent and timely basis and the statements allow for comparison with other similar organisations.	<ul style="list-style-type: none"> • Format follows best practice
G3.1	Assurance and effective accountability	<p>Ensuring an effective internal audit service with direct access to members is in place which provides assurance with regard to governance arrangements and recommendations are acted upon and that recommendations for corrective action made by audit are acted upon.</p> <p>Welcoming peer challenge, reviews and inspections from regulatory bodies and implementing recommendations.</p>	<ul style="list-style-type: none"> • Compliance with CIPFA's Statement on the Role of the Head of Internal Audit (2010) • Compliance with Public Sector Internal Audit Standards • Audit recommendations have informed positive improvement
G3.2	Assurance and effective accountability	Gaining assurance on risks associated with delivering services through third parties and that this is evidenced in the annual governance statement.	<ul style="list-style-type: none"> • Annual Governance statement
G3.3	Assurance and effective accountability	Ensuring that when working in partnership, arrangements for accountability are clear and that the need for wider public accountability has been recognised and met.	<ul style="list-style-type: none"> • Integration Scheme

