



Minute of Meeting Renfrewshire Health and Social Care Integration Joint Board.

| Date | Time | Venue |
|----------------------|-------|-----------------------|
| Friday, 25 June 2021 | 10:00 | Remotely by MS Teams, |

Present

Councillor Jacqueline Cameron, Councillor Jennifer Adam-McGregor, Councillor Lisa-Marie Hughes and Councillor James MacLaren (all Renfrewshire Council); Margaret Kerr, Dorothy McErlean, John Matthews and Frank Shennan (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); Diane Young (Health Board staff member involved in service provision); Alan McNiven (third sector representative); Stephen Cruickshank (service user residing in Renfrewshire); John Boylan (Trade Union representative for Council); Dr Stuart Sutton (Registered Medical Practitioner (GP)); Shiona Strachan, Interim Chief Officer (Renfrewshire Health and Social Care Partnership); Sarah Lavers, Chief Finance Officer (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), Paul Shiach, Senior Committee Services Officer and Euan Gray, Senior Committee Services officer (all Renfrewshire Council); Christine Laverty, Head of Mental Health, Addictions and Learning Disability Services, Jackie Dougall, Head of Health and Social Care (West Renfrewshire), Frances Burns, Head of Strategic Planning and Health Improvement, Carron O'Byrne, Head of Health and Social Care (Paisley), James Higgins, Interim Administration Manager, David Fogg, Service Improvement Manager, John Miller, Communications Manager, Amanda Kilburn, Finance Business Partner, Jim Robb, Service Manager (all Renfrewshire Health and Social Care Partnership); Mark Ferris, Audit Manager (Audit Scotland); and Heather Griffin, Senior General Manager and John Donnelly, Senior General Manager (both NHSGGC).

Recording of Meeting

Prior to the commencement of the meeting the Chair intimated that this meeting of the IJB would be recorded and that the recording would be available to watch on both the Council and HSCP websites.

Additional Item

The Chair intimated that there was an additional item of business in relation to the Appointment of Interim Chief Officer 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 1 below, was urgent in view of the need to advise members of the position, authorised its consideration.

Declarations of Interest

Dr Sutton declared an interest in item 3 of the agenda as he resided in Bishopton/Dargavel and was registered as a patient at the Bishopton Health Centre mentioned in the report and indicated that he did not consider it necessary to leave the meeting.

1 Appointment of Interim Chief Officer

The Clerk submitted a report requesting that the Integration Joint Board (IJB) ratify the appointment of Christine Laverty as Interim Chief Officer for a period of six months beginning 28 June 2021.

The report intimated that in terms of Section 10 (1) of the Public Bodies (Joint Working) (Scotland) Act 2014, the IJB was required to appoint, as a member of staff, a Chief Officer. A report to the IJB on 29 January 2021 advised of Shiona Strachan's appointment as Chief Officer on an interim basis. Shiona's appointment was now coming to an end and a selection process had been undertaken involving collective input from the Health Board and the Council to find a successor.

Following a selection process, the Appointment Panel decided to appoint Christine Laverty, one of the Health and Social Care Partnership's Heads of Service as Interim Chief Officer for a period of six months beginning 28 June 2021 and the appointment of Christine Laverty as the Interim Chief Officer now required to be ratified by the IJB.

DECIDED: That the appointment of Christine Laverty as Interim Chief Officer be ratified by the IJB and that it be noted that the Interim Chief Officer would be a member of the IJB.

2 Minute

The Minute of the meeting of the IJB held on 26 March 2021 was submitted.

DECIDED: That the Minute be approved.

3 **Rolling Action Log**

The rolling action log for the IJB was submitted.

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

4 **Primary Care Estate Strategy: Renfrewshire (Pilot Study Area)**

The Interim Chief Officer submitted a report relative to the draft Primary Care Estate Strategy for Renfrewshire.

The report intimated that in December 2019, it had been agreed that a Primary Care Property Strategy for NHSGGC was required to guide the future development of the primary care estate within the board area with Renfrewshire Health and Social Care Partnership (HSCP) being selected as the pilot area.

The report summarised the work undertaken to date and the emerging findings and recommendations of the draft Primary Care Estate Strategy for Renfrewshire which had concentrated on the review of existing NHS and GP owned or leased premises and HSCP occupied council properties in the first instance.

It was noted that the strategy had identified recommendations covering the short-term (zero to three years), medium-term (three to eight years) and long-term (eight years and beyond) however, there might be further opportunity to factor the wider public sector estate into development thinking; the output of this draft strategy would feed into the GG&C Infrastructure Investment Strategy, currently being developed; and that property assets utilised by the HSCP were owned or leased by NHSGGC and Renfrewshire Council and therefore capital investment priorities and associated decision making were a reserved matter for these partner organisations.

The report provided detail in relation to the background and methodology of the strategy; the wider policy context; the findings from the assessment process; the proposed short, medium and long-term recommendations; and a summary of the next steps.

DECIDED:

(a) That the IJB support the work to date to develop the draft pilot Primary Care Estate Strategy for the Renfrewshire area, and the findings emerging from this pilot activity;

(b) That it be noted that the draft pilot Primary Care Estate Strategy would be kept under review and would require to take account of recovery and renewal planning taken forward by the HSCP and key partners including Renfrewshire Council and NHSGGC. The HSCP's Capital Planning, Property and Accommodation Group (CPPAG) would seek to develop an overview of all estate requirements and would liaise with Estates and Facilities within NHSGGC and Economy & Development Services within Renfrewshire Council on an ongoing basis;

(c) That it be noted that the draft pilot Primary Care Estate Strategy would form part of the overarching NHSGGC Integrated Infrastructure Strategy and that further work would now be undertaken across the other five HSCPs within NHSGGC;

(d) That it be noted that any draft proposals arising must support strategic planning priorities and service delivery;

(e) That it be noted that any proposals must be met from existing available resources including funding from the Scottish Government and in the context of existing considerable competing demands placed on the capital budgets. These budgets were not delegated to the IJB and remained reserved to NHS GGC;

(f) That the IJB support the following emerging core findings arising from the draft strategy:

(i) as part of the ongoing review, the HSCP should consider consolidating services to maximise the use of the existing estate as part of the short-term measures;

(ii) recognise the specific current capacity challenges relating to the Bishopton/Dargavel area and, as a medium-term measure, address these through minor reconfiguration of the existing health centre and proposed development of a new build, additional facility to augment. This proposal would be subject to available funding from the developer contribution, with match funding from Scottish Government which would leave a yet to be determined short fall requiring capital contribution;

(iii) in the longer-term (eight years plus) seek to develop four strategic hub locations (a) Renfrew, using the existing modern and fit for purpose Health & Social Care Facility; (b) a Paisley hub which would require a review of the current schedule of accommodation and a new build; (c) a Johnstone & Linwood hub through development of the existing Johnstone Health Centre or exploration of the option for a new facility; and (d) a Bishopton, Erskine and Dargavel hub (building on the proposal outlined above); and

(iv) note that the NHS GGC primary care prioritisation exercise carried out through 2019/20 identified the development of a Paisley hub as a priority for future, long-term investment, should funds become available.

5 Chief Officer's Report

The Interim Chief Officer submitted a report providing an update on key operational activity, including the HSCP's operational response to COVID-19, since the last meeting of the IJB held on 26 March 2021.

The report intimated that the continually changing circumstances locally and nationally continued to necessitate the prioritisation of the HSCP's response to the pandemic, including the continued delivery with partners of the COVID-19 vaccination programme. The report also provided an update on the regional and national developments for health and social care services.

The report provided detail in relation to the vaccination programmes; care homes; the Mental Welfare Commission for Scotland's Report into decision making for people in hospital who lacked capacity: Discharge to Care Homes; care home visiting; the care home testing team; PPE and lateral flow testing; the COVID assessment centre; operational services COVID updates; HSCP strategic and operational updates; the Integration Scheme; the inclusion of carers within EQIA processes and templates; the UNICEF infant feeding award received in Renfrewshire HSCP; primary care; the community link worker contract; the Quality, Clinical and Care Governance Annual Report; additional national policy updates; the Health and Care (Staffing) (Scotland) Act 2019; the inclusion of IJBs as Category 1 Responders under The Civil Contingencies Act 2004; and the notification received from the Scottish Government that the European Committee for the Prevention of Torture and Inhuman or Degrading Treatment or

Punishment would visit the UK this year as part of its planned periodic cycle of national visits.

DECIDED:

(a) That the updates on the Renfrewshire vaccination programmes and ongoing operational response to the COVID pandemic, as detailed in sections 4 to 11 of the report, be noted;

(b) That the update on the findings of the Mental Welfare Commission for Scotland report 'Authority to discharge: Report into decision making for people in hospital who lack capacity' and the responding actions to be taken forward by the HSCP, as detailed in section 6 of the report, be noted;

(c) That the update on HSCP and IJB governance, strategy and operational developments including the re-establishment of Recovery and Renewal Guidance; development and consultation on the Integration Scheme; and reporting on the Primary Care Improvement Plan and the Quality, Clinical and Care Governance Annual Report, as detailed in section 12 of the report, be noted;

(d) That the proposal and approach for taking forward the scoping of a review of the Administration and Business Support Service, as detailed in section 12 of the report, be approved;

(e) That the national policy updates, covering Independent Review of Adult Social Care, The Health and Care (Staffing) (Scotland) Act 2019, and the IJBs inclusion as Category 1 Responders under The Civil Contingencies Act 2004, as detailed in sections 19 to 22 of the report, be noted; and

(f) That responsibility be delegated to the Interim Chief Officer, as the IJB's accountable officer, to carry out, on behalf of the IJB, all necessary arrangements to discharge the duties of the IJB as a Category 1 Responder under The Civil Contingencies Act 2004, as detailed in section 21 of the report.

6 Financial Report 1 April 2020 to 31 March 2021

The Chief Finance Officer submitted a report relative to the revenue budget year-end outturn for the HSCP for the 2020/21 financial year, as detailed in appendices 1 to 5 to the report, and seeking approval for the transfer of funds to reserves to allow completion of the IJB's accounts by the statutory deadline of 30 November 2021.

The report intimated that budget monitoring throughout 2020/21 had shown the IJB projecting an underspend, prior to the transfer of balances to general and earmarked reserves, at the financial year-end. The IJB final outturn was an underspend of £8,396k, prior to the transfer of year-end balances to reserves, including the net impact of delivering additional services as part of the IJB's response to COVID-19 and for which additional funding had been provided by the Scottish Government at regular intervals. The IJB's response to COVID-19 in 2020/21 accounted for £2,033k of the overall underspend position. This reflected funding in advance of need which would be placed in an earmarked reserve to address COVID-19 expenditure commitments in 2020/21.

It was noted that the IJB's transformation programme would be central to achieving financial sustainability in the medium-term and unavoidable delays meant that financial challenges required to be addressed through other means. If required, general reserves would require to be used to offset any unexpected financial pressures, where and when possible.

The key pressures were highlighted in section 4 of the report; appendices 6 and 7 to the report provided a reconciliation of the main budget adjustments applied this current financial year; Appendix 8 to the report detailed the Scottish Government funding streams; Appendix 9 to the report detailed the HSCP hosted budget position as at 31 March 2021; Appendix 10 to the report detailed the movement in reserves; Appendices 11 and 12 to the report detailed HSCP vacancies per client group and job description; the letter dated 14 April 2021 from the Director of Health Finance and Governance, Scottish Government, to HSCP Chief Officers and NHS Board Directors of Finance, formed Appendix 13 to the report; and the letter from CoSLA dated 11 June 2021 to the Department of Health Finance formed Appendix 14 to the report.

In line with the IJB's Reserves Policy the report sought approval of the transfer of £4.380 million from the 2020/21 in-year underspend to general reserves. Details of the earmarked reserves were detailed in section 10 and Appendix 10 of the report.

DECIDED:

(a) That the year-end financial position be noted; and

(b) That the proposed transfers to earmarked and general reserves, as detailed in section 10 and Appendix 10 of the report, be approved.

7 **Unaudited Annual Accounts 2020/21**

The Chief Finance Officer submitted a report relative to the unaudited annual accounts 2020/21 for the IJB which would be submitted for audit by the statutory deadline of 30 June 2021, a copy of which was appended to the report.

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.

It was noted that The Coronavirus (Scotland) Act 2020 provided flexibility in terms of the timescales for approval of the 2019/20 audited accounts, this date being 30 November 2021. Audit Scotland considered that 30 November 2021 was reasonably practicable for 2020/21 and had set this date as the audit completion date.

The report advised that the final figures in the IJB accounts for 2020/21 might require to be changed, as during 2020/21 National Services Scotland supplied PPE to Scottish Health Boards free of charge. As health boards were consuming the PPE, they were 'customers' in terms of IFRS 15 which meant that they were required to account for the PPE as principal which entailed recognising a non-cash amount at fair value and an equivalent amount of notional expenditure. Once guidance was received from the Local Authority (Scotland) Accounts Advisory Committee (LASAAC), the IJB accounts for 2020/21 would be updated to reflect any relevant changes.

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.

DECIDED:

(a) That, subject to audit, the annual accounts for 2020/21, as appended to the report, be approved;

(b) That it be noted that Audit Scotland would endeavour to complete the audit of the annual accounts in line with the timescales indicated in section 5 of the report; and

(c) That the potential change to the IJB accounts for 2020/21, as highlighted in paragraphs 1.4 and 1.5 of the report, be noted.

8 **Development of Renfrewshire's Strategic Plan 2022/25**

The Interim Chief Officer submitted a report relative to the development of Renfrewshire's Strategic Plan 2022/25.

The report intimated that the Public Bodies (Joint Working) (Scotland) Act 2014 required the IJB to produce a Strategic Plan detailing how community health and social care functions delegated to it by Renfrewshire Council and NHSGGC would be planned and delivered over the medium-term (three years). The existing Strategic Plan covered the period 1 April 2019 to 31 March 2022 and the HSCP would take the necessary statutory steps to review the plan prior to 1 April 2022 and in accordance with the Act, the review would consider the national health and wellbeing outcomes; the indicators associated with the national outcomes; the integration delivery principles; and the views of the Strategic Planning Group.

It was noted that listening to, involving and engaging with communities would be at the heart of the Strategic Plan and the HSCP would work collaboratively with members of the Strategic Planning Group.

The HSCP proposed the creation of a Care Group Planning Structure whereby groups would be led by the HSCP, with additional sub-groups supporting where required, and the proposed structure formed Appendix 1 to the report. Branding options had also been developed, as detailed in section 7 and Appendix 2 to the report.

Subject to approval, the process for developing the plan would begin immediately with final approval being sought from the IJB in March 2022 and a detailed timeline was detailed in section 8 of the report.

DECIDED:

(a) That the proposed collaborative approach to developing the Strategic Plan, encompassing the role of the SPG in providing oversight of the plan's development, the role of SPG sub-groups in developing plans for the agreed Health and Wellbeing Priorities, and the role of a revised Care Group Planning Structure be agreed;

(b) That the timeline, as detailed in section 8 of the report, be agreed; and

(c) That the ongoing development of a supporting brand for the Strategic Plan and associated recovery and change activity, as detailed in section 8 of the report, be noted.

9 Annual Performance Report 2020/21

The Interim Chief Officer submitted a report relative to the HSCP's draft Annual Performance Report for 2020/21 which included the 2020/21 Performance Scorecard, a copy of which was appended to the report.

The report intimated that the annual performance report also set out the wider context in which the HSCP had operated over the last year and highlighted some of the significant changes undergone to ensure the continued delivery of services for those who needed them most, whilst also mobilising a range of new services to respond to COVID-19.

The report advised that whilst the report was for the period April 2020 to April 2021, in light of the exceptional circumstances surrounding the COVID-19 pandemic, data remained unvalidated and should be seen as indicative. The data might be subject to change following the validation process and might also differ from National Official Statistics publications published at a later date.

DECIDED: That the draft Annual Performance Report 2020/21 for Renfrewshire HSCP and the Performance Scorecard, as appended to the report, be approved.

10 Development of an Interim Workforce Plan 2020/21

The Interim Chief Officer submitted a report providing an update on the development of an interim workforce plan for Renfrewshire IJB, covering the period 2021/22, a copy of which was appended to the report.

The report provided an overview of the process followed to develop the plan and described the structure and content of the interim workforce plan which had been submitted to the Scottish Government on 30 April 2021, subject to approval by the IJB.

A detailed three-year workforce plan covering 2022/25 would be developed during the summer period. It was critical that the workforce plan for 2022/25 aligned with the Strategic Plan. As work progressed there would be increased opportunities to engage with staff at all levels of the HSCP to ensure that developing proposals reflected the needs and views of services and staff. Updates on progress made against the actions within the interim workforce plan would be brought to future meetings of the IJB.

DECIDED:

(a) That the interim workforce plan for 2021/22 be reviewed and approved;

(b) That it be noted that updates on progress in delivering the actions in the interim workforce plan would be brought to future IJB meetings; and

(c) That it be noted that a draft workforce plan for 2022/25 would be brought to the IJB in March 2022 for approval.

11 Developing Models of Care

The Interim Chief Officer submitted a report relative to developing models of care.

The report intimated that the current policy context of integrated health and social care services, driven through the Independent Review of Adult Social Care (Feeley Review) and the recently published national Self-directed Support (SDS) framework, alongside

service remobilisation, focused on the enablement of choice, flexibility and control in service provision. This context was reflected in national good practice and in the HSCP's guiding principles. The report considered how these policy drivers and guiding principles would be applied to the development of models of care across the different care groups supported by the HSCP.

It was noted that a key element of this activity would be considering how choice and flexibility could be best delivered through SDS and the report set out the HSCP's current position regarding the utilisation of SDS locally. In particular, the report focused on the development of models of day support and set out initial thinking on a proposed direction of travel and features of a future day support model which would further enhance the level of choice and control individuals had over the support they accessed.

The report provided detail in relation to the policy context; the HSCP's guiding principles and their influence on models of care; the current position in Renfrewshire for SDS; good practice in the development of models of care; models of care for day support; the Renfrewshire demographic context; developing interim models of day support; proposed features of future day support models; and the next steps.

DECIDED:

(a) That the assessment of current policy drivers for developing models of care and the relationship with the HSCP's guiding principles, as detailed in sections 3 to 4 of the report, be noted;

(b) That the HSCP's current position with regards to take-up of Self-directed Support options and the findings of national audits of the implementation of Self-directed Support, which provided a case for further development, as detailed in section 5 of the report, be noted;

(c) That the current position of day support for older people, people with physical disabilities and people with learning disabilities, reflecting the impact of the COVID-19 pandemic, as detailed in sections 7 and 8 of the report, be noted; and

(d) That the direction of travel and proposed features set out for the development of day support, based on policy and good practice, subject to further development and consultation with stakeholders, as detailed in section 9 of the report, be approved.

12 **Scottish Government Investment for District Nursing: Renfrewshire HSCP Plan**

The Interim Chief Officer submitted a report providing an update on Scottish Government investment to district nursing, aligned to the HSCP's workforce plan recommendations published in December 2019.

The report intimated that in 2018, a national modelling exercise had been undertaken which identified that a 12% investment was required to the District Nursing workforce in order to address the gap between demand and supply and in consideration of demographic change including a growing older population. The Health and Social Care Integrated Workforce Plan subsequently committed to an additional 375 nurses across Scotland.

The Scottish Government wrote to Health Boards in late 2020 relative to the allocation of funding for November 2020 to April 2021 and recurring funding until 2024/25. It was noted that the board allocation across GGC was £10,081,786, which equated to 47.8

skill-mixed posts, with Renfrewshire HSCP's allocation being £1,396,592, which equated to 7.4 skill-mixed posts realised at end point 24/25.

Appendix 1 to the report provided an overview of funding and justification for posts to be created and the letter from the Principal Finance Manager, NHSGGC, detailing Renfrewshire HSCP's allocation of funding formed Appendix 2 to the report.

The report provided an overview of the outline plan across GGC and the intentions for Renfrewshire HSCP.

DECIDED:

(a) That the content of the report be noted;

(b) That the current progress in relation to the plan be noted;

(c) That it be noted that the request for approval of the creation of an earmarked reserve to fund the additional investment in respiratory services was included within the Chief Finance Officer's Financial Report 1 April to 31 March 2021 considered at item 6 of this Minute; and

(d) That it be noted that the funding for the investment in nursing assurance across Renfrewshire Care Homes was made available late on in 2020/21 and had been carried forward in earmarked reserves to be drawn down as required and was included within the Chief Finance Officer's Financial Report 1 April to 31 March 2021 considered at item 6 of this Minute.

13 **Date of Next Meeting**

DECIDED:

(a) That it be noted that the next meeting of the IJB would be held remotely by MS teams at 10.00 am on 17 September 2021; and

(b) That it be noted that this would be Councillor Cameron's last meeting as Chair of the IJB and that John Matthews would take up the position of Chair of the IJB as of 15 September 2021 with Councillor Cameron taking up the role of Vice-chair of the IJB from that date.

Valedictory

The Chair intimated that this would be Shiona Strachan's last meeting of the IJB. She thanked Shiona's for the leadership shown during the COVID-19 pandemic and for the way in which she had kept elected members informed during such a challenging period and for responding to their enquiries quickly and efficiently. On behalf of the IJB she wished Shiona best wishes for the future.

Shiona thanked the Chair, members of the IJB and HSCP staff for their kind comments and work undertaken and wished everyone the best for the future.