

## Minute of Meeting

### Renfrewshire Health and Social Care Integration Joint Board.

Date	Time	Venue
Friday, 17 September 2021	10:00	Remotely by MS Teams,

#### Present

Councillor Jacqueline Cameron, Councillor Michelle Campbell (substitute for 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); John Boylan (Trade Union representative for Council); Dr Stuart Sutton (Registered Medical Practitioner (GP)); Christine Lavery, 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).

#### In Attendance

Ken Graham, Head of Corporate Governance (Clerk), Tom Irvine, Homeless & Housing Support Services Manager, Elaine Currie and Robert Devine, both Senior Committee Services officer (all Renfrewshire Council); Laura Howat, Interim 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 (all Renfrewshire Health and Social Care Partnership); and Mark Ferris, Audit Manager (Audit Scotland).

## **Recording of Meeting**

Prior to the start of the meeting, the Clerk 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.

The Clerk provided background to the appointments of John Matthews as Chair and Councillor Jacqueline Cameron as Vice Chair of the IJB effective from 15 September 2021. The Clerk then invited John to chair the meeting.

## **Chair**

Councillor John Matthews, Chair, presided.

The Chair thanked Councillor Cameron for chairing the IJB since her appointment as Chair on 15 September 2019 and welcomed Christine Lavery to her first IJB meeting as Interim Chief Officer and Laura Howat to her first IJB as Interim Head of Mental Health, Addictions and Learning Disability Services.

## **Apologies**

Councillor Jennifer Adam-McGregor (Renfrewshire Council); Stephen Cruickshank (service user residing in Renfrewshire); Annie Hair (Trade Union representative for Health Board); and Dr Stuart Sutton (for lateness).

## **Declarations of Interest**

Councillor Campbell declared an interest as she was an employee of NHS Greater Glasgow & Clyde but not in the Renfrewshire IJB area. However, as she considered the interest to be insignificant in terms of the Code of Conduct and that she was not conflicted by any items on the agenda, she did not consider it necessary to leave the meeting.

## **Additional Item**

The Chair intimated that there was an additional item of business in relation to an update on the Unscheduled Care Commissioning Plan 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.

### **1 Chair and Vice Chair of the IJB and the IJB Audit, Risk and Scrutiny Committee and Membership Update**

The Clerk submitted a report relative to the appointment of the Chair and Vice Chair of both the IJB and the IJB Audit, Risk and Scrutiny Committee and the Trade Union representative for the Health Board.

The report intimated that in accordance with the Integration Scheme and the IJB procedural standing orders, John Matthews had been appointed as Chair of the IJB from 15 September 2021 for a period of two years with Councillor Cameron being appointed as Vice Chair of the IJB from 15 September 2021 until the next Local

Government Elections on 5 May 2022.

It was noted that Annie Hair had been appointed as the Trade Union representation for the Health Board as of 1 September 2021.

The report advised that the IJB Audit, Risk and Scrutiny Committee terms of reference stated that the Chair must not be the Chair of the IJB or be a representative of the same constituent authority as the Chair of the IJB. The report proposed that the IJB consider the arrangements for the Chair and Vice Chair of the IJB Audit, Risk and Scrutiny Committee from 15 September 2021.

The Chair invited nominations for the posts of Chair and Vice Chair of the Committee. Councillor Hughes and Margaret Kerr, being the only nominees for the posts of Chair and Vice Chair, respectively, were appointed to those posts unanimously.

**DECIDED:**

(a) That it be noted that John Matthews had been appointed as Chair of the IJB from 15 September 2021 for a period of two years with Councillor Cameron being appointed as Vice Chair of the IJB from 15 September 2021 until the date of the next Local Government Election on 5 May 2022;

(b) That it be noted that Annie Hair had been appointed as a non-voting member of the IJB as the Trade Union representative for the Health Board; and

(c) That Councillor Hughes be appointed as Chair of the IJB Audit, Risk and Scrutiny Committee from 15 September 2021 until the date of the next Local Government Election on 5 May 2022 and that Margaret Kerr be appointed as Vice Chair of the IJB Audit, Risk and Scrutiny Committee from 15 September 2021 for a period of two years.

**2 Minute**

The Minute of the meeting of the IJB held on 25 June 2021 was submitted.

**DECIDED:** That the Minute be approved.

**3 Rolling Action Log**

The rolling action log for the IJB was submitted.

It was noted that the first action required to be amended to note that the update in relation to the Unscheduled Care Commissioning Plan was being considered at this meeting and not the November 2021 meeting as stated.

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

**Sederunt**

Dr Stuart Sutton joined the meeting prior to consideration of the following item of business.

**4 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 25 June 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 COVID assessment centre; the Scottish Government update on isolation exemptions and for physical distancing; operational services; HSCP strategic and operational updates; the review of administration and business support; addressing the demand services; the independent review of adult social care; the new legal duties under the Carers (Scotland) Act 2016; and the report by the Mental Health Commission on the findings of their assessment of the impact of COVID-19 on people who had needed to be treated against their will using compulsory measures under the Mental Health (Care and Treatment) (Scotland) Act 2003.

In relation to the National Records of Scotland's recent publication on probable suicide figures, it was with deep regret that the IJB noted that there were 22 probable suicides in Renfrewshire in 2020. One life lost to suicide was one too many and the significant impact the suicide had on families, friends, loved ones and communities was recognised.

#### **DECIDED:**

(a) That the updates on the Renfrewshire vaccination programmes and ongoing operational response to the COVID pandemic, as detailed in sections 4 to 8 of the report, be noted;

(b) That the update on the findings of the National Records of Scotland publication of alcohol, drug and probable suicide related death figures and the ongoing work of the HSCP, ADP and Alcohol and Drugs Commission in Renfrewshire to support those with addictions, as detailed in section 10 of the report, be noted;

(c) That the work now underway to progress the review of Administration and Business services, as detailed in section 11 of the report, be noted;

(d) That the work being undertaken by the HSCP to identify resourcing requirements to meet short-term demand and the associated funding arrangements to do so, as detailed in section 12 of the report, be noted; and

(e) That the national policy updates, covering the independent review of adult social care, new legal duties under the Carers (Scotland) Act 2016 and the report by the Mental Welfare Commission for Scotland on the use of the Mental Health Act in Scotland during COVID-19, as detailed in sections 13 to 15 of the report, be noted.

## **5 Financial Report 1 April to 31 July 2021**

The Chief Finance Officer submitted a report relative to the revenue budget position at 31 July 2021 and the projected year-end position for the year ended 31 March 2022.

The report intimated that the impact of COVID-19 on services delivered by the HSCP had been unprecedented and continued to create additional delivery and financial pressures for the HSCP as well as impacting on the HSCP's transformation and savings plans, which were subject to ongoing review and realignment.

The IJB year-to-date position, including the impact of COVID-19 funding, was an underspend of £928,000 and the projected outturn for 2021/22 was an underspend of £2,853,000. It was noted that the current projections assumed that once all COVID-19 related earmarked reserves had been fully utilised, any remaining balances would be fully funded by the Scottish Government.

The report advised that the financial outlook for the IJB would be extremely challenging. The IJB's transformation programme, paused due to the pandemic, would be central to the IJB achieving financial sustainability in the medium-term. Any underspend in 2021/22 would be used to offset expected financial pressures in 2022/23 and beyond while the IJB developed its transformation programme. The key pressures were highlighted in section 4 of the report.

The report provided information on responding to the COVID-19 pandemic; the current vacancy position; Scottish Government funding 2020/21; other delegated services; reserves; proposed increases to earmarked reserves; a summary of the 2020/21 Scottish Living Wage; and the National Care Home Contract 2021/22.

Appendices 1 to 5 of the report detailed the revenue budget position of the HSCP, Adult Social Care, Health and Renfrewshire Council other delegated services; 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 movement in reserves; and Appendix 10 to the report detailed the vacancy position for the HSCP as at 23 July 2021.

In relation to the proposed creation of an earmarked reserve to fund the critical posts in forthcoming financial years, as detailed in section 9.5 of the report, it was proposed that the sum of £2.7 million be transferred for this purpose. This was agreed.

### **DECIDED:**

- (a) That the in-year position as at 31 July 2021 be noted;
- (b) That the projected year-end position for 2020/21 be noted;
- (c) That the current estimated financial assessment of the consequences of the COVID-19 pandemic for 2020/21 be noted; and
- (d) That the proposed creation of an earmarked reserve of £2.7 million and the potential draw down of general reserves, as detailed in section 9.5 of the report, to fund fixed-term posts to help alleviate projected demand across services both from those currently engaged with services and from new patients and service users where needs had arisen during the pandemic.

### **Sederunt**

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

## 6 **Strategic Plan 2022/25: Update on Approach and Progress**

Under reference to item 8 of the Minute of the meeting of this Joint Board held on 25 June 2021, the Head of Strategic Planning and Health Improvement submitted a report providing an update on the progress made by the HSCP in developing the IJB's Strategic Plan 2022/25.

The report also provided an update on the development of a framework for the Strategic Plan, which had been informed through engagement with a range of internal and external stakeholders including the Strategic Planning Group and had provided the basis for ongoing discussions with the Care Planning Groups.

It was noted that a first consultation draft of the Strategic Plan would be submitted to the IJB for review and comment and the feedback received, alongside further engagement and consultation with partners, would inform the development of a final draft of the Strategic Plan which would be submitted to the IJB in March 2022.

### **DECIDED:**

(a) That the progress made in developing the approach and framework for the IJB's Strategic Plan 2022/25, and the initial feedback received through ongoing engagement, be noted; and

(b) That the next steps to be undertaken in progressing the development of the plan be noted.

## 7 **Performance Framework Report 2021/22**

The Head of Strategic Planning and Health Improvement submitted a report relative to the HSCP's proposed Performance Framework and Performance Scorecard 2021/22, a copy of which was appended to the report.

The report intimated that performance would continue to be presented to all IJB meetings in 2021/22 with the full scorecard updating all performance measures being presented twice-yearly. At meetings where the scorecard was not submitted, performance on other key areas would be reported with performance benchmarked on the national indicators against other HSCPs across Scotland.

The report advised that the format of the performance report had changed. Previously performance indicators had been aligned to the nine national health and wellbeing outcomes and presented in outcome order 1 to 9. In the draft Scorecard for 2021/22, performance indicators would still be cross-referenced with the nine outcomes, however, the data would be presented and categorised under those indicators which had red, amber and green status.

It was noted that there were 68 indicators within the Scorecard for 2020/21 and that these had been reduced to 57 in the Scorecard for 2021/22 and table 1 in the report detailed the reasons for this.

The report also included a web link to the HSCP's Annual Performance Report 2020/21 and the Annual Performance Report Summary published on the HSCP's website on 30 July 2021.

### **DECIDED:**

- (a) That the HSCP's draft Performance Framework 2021/22 be approved;
- (b) That the draft Performance Scorecard 2021/22, a copy of which was appended to the report, be approved; and
- (c) That it be noted that the Annual Performance Report 2020/21 and the Annual Performance Summary were published on the HSCP's website on 30 July 2021.

## 8 **Quality, Care and Professional Governance Annual Report 2020/21**

The Head of Health and Social Care submitted a report relative to the HSCP's Quality, Care and Professional Governance Annual Report 2020/21, a copy of which was appended to the report.

The report intimated that the HSCP's Quality, Care and Professional Governance Annual Report provided a variety of evidence to demonstrate the continued delivery of the governance core components within the HSCP and the Clinical and Care governance principles specified by the Scottish Government.

It was noted that at the beginning of the COVID-19 pandemic, some of the HSCP governance arrangements had been suspended and alternative arrangements put in place. These had now been fully reinstated using virtual methods and work had also been taken forward to strengthen local governance arrangements within Mental Health, Addictions and Learning Disabilities. Throughout the pandemic, the HSCP had sought to continue services wherever possible, adapting to reflect the most effective way of working with patients and service users.

On 17 May 2020, the Scottish Government published national statutory COVID-19 guidance to provide granular scrutiny and oversight of care home and care at home services. This guidance required that from 18 May 2020, clinical and care professionals at NHS Boards and local authorities had a leading role in the oversight for care homes in their area.

### **DECIDED:**

- (a) That the content of the report, attached as Appendix 1, provided on HSCP governance to provide the necessary assurance to the IJB that services continued to operate safely and effectively be noted; and
- (b) That it be noted that a number of examples were included within the report.

## 9 **Renfrewshire HSCP Winter Plan 2021/22**

The Head of Strategic Planning and Health Improvement submitted a report relative to Renfrewshire HSCP's draft Winter Plan 2021/22, a copy of which was appended to the report.

The report intimated that the draft Winter Plan described additional items being taken to prepare for the winter period in Renfrewshire and should be read in conjunction with the final NHSGGC Unscheduled Care Commissioning Plan.

The report advised that there was a recognition going into the second pandemic winter that peaks and troughs in service levels normally seen pre-pandemic had not been experienced with service levels and demand experiencing greater degrees of

fluctuation over a prolonged period of time. To reflect this context, the HSCP would undertake a review of the overarching business continuity planning process and would seek to ensure that relevant actions, such as those relating to disruptive weather, were reviewed regularly, thereby minimising the need for the onerous annual winter planning exercise in future years.

The draft Winter Plan 2021/22 focussed around nine key priorities and objectives which were underpinned by a suite of 29 key deliverables. It was noted that this Winter Plan would inform and support a wider review of business continuity planning arrangements in place within the HSCP. Updates on this review, and any relevant developments to business continuity procedures would be brought to the IJB Audit, Risk and Scrutiny Committee.

**DECIDED:**

- (a) That Renfrewshire HSCP's draft Winter Plan 2021/22 be approved;
- (b) That it be noted that the Winter Plan would be aligned to both the NHSGGC Board Winter Plan and the Renfrewshire Council Winter Plan and would remain a live document to respond to changing circumstances surrounding the pandemic and other external factors;
- (c) That it be noted that the updates on the revision of the HSCP's Business Continuity Plan would be submitted to the IJB Audit, Risk and Scrutiny Committee;
- (d) That the proposal to streamline the winter planning process through alignment of current winter planning activity with ongoing business continuity planning be noted; and
- (e) That the requirement to update HSCP internal and external communications and engagement strategies required to deliver the plan be noted.

**10 Renfrewshire Rapid Re-housing Transition Plan and Homelessness Update**

The Head of Strategic Planning and Health Improvement submitted a report relative to the review of Renfrewshire's five-year Rapid Re-housing Transition Plan (RRTP) and homelessness update.

The report intimated that the Scottish Government had established a Homelessness & Rough-sleeping Action Group (HARSAG) in October 2017. A key recommendation from the HARSAG, accepted by the Scottish Government, was that all local authorities would consult on and produce a five-year RRTP covering the period 2019/24. The purpose of RRTPs was to avert rough-sleeping and to minimise the time spent by homeless applicants in homelessness temporary accommodation prior to being rehoused in permanent accommodation or other stable accommodation.

The report considered by Renfrewshire Council's Communities, Housing & Planning Policy Board on 17 August 2021 formed Appendix 1 to the report and the review paper summarising the progress over the first two-years of the RRTP and challenges for the remainder of the five-year period formed Appendix 2 to the report.

It was noted that Renfrewshire Council and partners still faced future challenges in terms of continuing a stepped increase in social rented lets, both Council and housing association, to homeless applicants and in meeting applicants' support needs, particularly during the recovery from COVID-19. Strengthened pathways between the



homelessness service and the health service would be required and plans were currently underway to create a steering group to take this forward and to look at individual applicants' needs.

**DECIDED:** That the content of the report be noted.

## **Sederunt**

Dorothy McErlean left the meeting during consideration of the following item of business.

### **11    **Unscheduled Care Commissioning Plan Update****

The Interim Chief Officer submitted a report relative to the updated Unscheduled Care Programme.

The report intimated that the Board-wide draft Unscheduled Care Plan was agreed by all HSCPs in NHSGGC in 2020. Since then, unscheduled care services had changed in response to the coronavirus pandemic, including a national redesign of urgent care. A programme of engagement had taken place and further work undertaken on the financial and performance frameworks to support delivery of the strategy.

It was noted that development work on the updated draft of the Plan was being led by Glasgow City HSCP. The draft Design & Delivery Plan for the period 2021/22 to 2023/24 with identified actions and costs formed appendices 1 and 2 to the report and the Delivery Plan Annexes formed Appendix 3 to the report.

The draft Plan included a financial framework, as detailed in Annex F to the Plan, which had been developed in partnership with all six IJBs and NHSCCG to support the implementation of the draft Design & Delivery Plan and details of the phases were provided.

#### **DECIDED:**

(a) That the content of the draft Design & Delivery Plan 2021/22 to 2023/24, attached to the report as the updated and refreshed Board-wide unscheduled care improvement programme, be noted;

(b) That the financial framework, outlined in section 7 of the Plan, be noted, specifically that the funding shortfall identified would require to be addressed to support full implementation of phase 1;

(c) That the performance management arrangements to report on and monitor progress towards delivery of the Plan, including KPIs and projections for emergency admissions for 2022/23, outlined in section 8 of the report, be noted;

(d) That the governance arrangements, outlined in section 9 of the Plan, to ensure appropriate oversight of delivery be noted;

(e) That the ongoing engagement work with clinicians, staff and key stakeholders be noted;

(f) That it be noted that the Plan would be reported to all six IJBs and the Health Board Finance, Planning and Performance Committee during the next meeting cycle; and

(g) That it be noted that a further update on the draft Design & Delivery Plan including the financial framework would be submitted towards the end of 2021/22.

12 **Date of Next Meeting**

**DECIDED:** That it be noted that the next meeting of the IJB would be held at 10.00 am on 19 November 2021.

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

<b>Date</b>	<b>Time</b>	<b>Venue</b>
Thursday, 28 October 2021	09:00	Remotely by MS teams,

### **Present**

Councillor Jacqueline Cameron, 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); Alan McNiven (third sector representative); Fiona Milne (unpaid carer residing in Renfrewshire); Christine Laverty, Interim Chief Officer (Renfrewshire Health and Social Care Partnership) and John Trainer, Chief Social Work Officer (Renfrewshire Council).

### **In Attendance**

Ken Graham, Head of Corporate Governance (Clerk), Elaine Currie, Senior Committee Services officer and K O'Neill, Assistant Democratic Services Officer (all Renfrewshire Council); Laura Howat, Interim 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, Corporate Business Officer, David Fogg, Service Improvement Manager, John Miller, Communications Manager (all Renfrewshire Health and Social Care Partnership); and Mark Ferris, Audit Manager (Audit Scotland).

### **Chair**

Councillor John Matthews, Chair, presided.

### **Recording of Meeting**

Prior to the start 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.

## Apologies

Dr Shilpa Shivaprasad (Registered Medical Practitioner (non-GP)); Louise McKenzie (Council staff member involved in service provision); and Sarah Lavers, Chief Finance Officer (Renfrewshire Health and Social Care Partnership).

## Declarations of Interest

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

### 1 National Care Service Consultation

The Interim Chief Officer submitted a report relative to the IJB's response to the Scottish Government consultation on the National Care Service.

The report intimated that on 9 August 2021, the Scottish Government published 'A National Care Service for Scotland: Consultation' which set out proposals for improving the delivery of social care following the recommendations of the independent review of adult social care.

The report advised that the independent review of adult social care took a human-rights based approach with the final report being published in February 2021. It concluded that whilst there were strengths of Scotland's social care system, it needed revision and redesign to enable a step change in the outcomes for the people in receipt of care. The Scottish Government consultation focussed on exploring the suggestions for significant structural and system change that would require to be supported by primary legislation and new laws and had now extended the scope of the review to other service areas including children and families, community justice, alcohol and drug services and social work.

It was noted that members of the IJB attended a facilitated workshop to review the key elements of the consultation's proposals and the views raised had been summarised in the IJB's proposed consultation, a copy of which formed Appendix 1 to the report.

The report further advised that the consultation closed on 2 November 2021 and all feedback would be analysed and the conclusions would be used to shape and develop new legislation. A Bill was expected to be introduced in the Scottish Parliament in summer 2022 and was likely to be extensive and complex and take at least a year to be scrutinised by Parliament. The Scottish Government intended the National Care Service to be fully functioning by the end of the parliamentary term in 2026.

**DECIDED:** That the consultation response to the National Care Service Consultation, attached as Appendix 1 to the report, be approved for submission to the Scottish Government prior to the consultation deadline of 2 November 2021.

## Valedictory

The Chair intimated that this would be Dorothy McErlean's last meeting of the IJB as she retired from NHSGGC on 31 December 2021 and had intimated an apology for the next meeting of the IJB scheduled to be held on 19 November. He thanked Dorothy for the contribution she had made to the work of the IJB since her appointment and for the support provided to members and officers. On behalf of the IJB he wished Dorothy best

wishes for the future.

Dorothy thanked the Chair, members of the IJB and HSCP staff and wished everyone the best for the future.