

# **Agenda Item 4**

## **Minutes**



**Minute of meeting of the Integration Joint Board held within the Municipal Buildings, Falkirk on Friday 6 December 2019 at 9.30 a.m.**

**Voting Members:**

Allyson Black  
Fiona Collie (Chair)  
Alex Linkston  
Michelle McClung (Vice Chair)  
Cecil Meiklejohn  
Julia Swan

**Non –voting  
Members:**

Margo Biggs, Service User Representative  
Patricia Cassidy, Chief Officer  
Robert Clark, NHS Forth Valley Staff Representative  
Cathie Cowan, Chief Executive, NHS Forth Valley  
David Herron, GP Medical Representative  
Jen Kerr, Third Sector Interface  
Sara Lacey, Chief Social Work Officer  
Kenneth Lawrie, Chief Executive, Falkirk Council  
Morven Mack, Carers Representative  
Roger Ridley, Falkirk Council Staff Representative  
Ania Sandland, Third Sector Representative  
Amanda Templeman, Chief Finance Officer  
Angela Wallace, Nurse Director

**Also Attending:**

Jack Frawley, Team Leader - Committee Services  
Kenny Gillespie, Head of Housing  
Colin Moodie, Chief Governance Officer  
Lorraine Patterson, Head of Integration  
Martin Thom, Head of Integration  
Suzanne Thomson, Senior Service Manager (Planning & Performance)

**IJB39. Apologies**

An apology was intimated on behalf of Andrew Murray, Medical Director.

The Chair noted that this was Alex Linkston's last meeting. She thanked him on behalf of the Board for his service and wished him well in the future.

**IJB40. Declarations of Interest**

There were no declarations of interest.



**IJB41. Minute**

**Decision**

**The minute of the meeting of the Integration Joint Board held on 6 September 2019 was approved.**

**IJB42. Rolling Action Log**

A rolling action log detailing ongoing and closed actions following the previous meeting on 6 September 2019 was provided.

**Decision**

**The Integration Joint Board noted the rolling action log.**

**IJB43. MTFP and Delivery Plan**

The Board was provided with a presentation by the Chief Officer, Chief Finance Officer and Heads of Integration.

**Decision**

**The Integration Joint Board noted the presentation.**

**IJB44. Medium Term Financial Plan/Delivery Plan/Business Case**

The Integration Joint Board considered a report by the Chief Officer presenting the Medium Term Financial Plan and Delivery Plan for 2019/20. The business case was attached and gave a summary of information from the IJB's Delivery Plan and Medium Term Financial Plan. The business case had been considered by Falkirk Council on 4 December 2019 and the Board received a verbal update on the discussion of the Council. The Health Board would consider an updated business case in January 2020.

The Medium Term Financial Plan and the Delivery Plan supported delivery of the vision and the outcomes of the Strategic Plan. They highlighted priority areas for the IJB and set out the significant volume of transformation work required to improve outcomes for people, reduce demand and reduce costs. Both plans were challenging and would require to be updated regularly over the coming years.

## **Decision**

### **The Integration Joint Board:-**

- (1) approved the MTFP and noted that an update would be submitted to a future IJB meeting setting out more detail on savings across the Partnership;**
- (2) approved the Delivery Plan, and**
- (3) noted the business case and the verbal feedback from Falkirk Council from its meeting on 4 December 2019.**

#### **IJB45. Chief Officer Report**

The Integration Joint Board considered a report by the Chief Officer updating the Board on current developments within the Falkirk Health and Social Care Partnership. The report included information on:-

- Integrated Structure: Progress with the transfer of Phase 1 Services
- Forth Valley wide services
- Support services agreement
- Leadership Development
- GP Lead: Recruitment update
- Unscheduled Care and Delayed Discharge
- Falkirk Community Hospital
- Service Developments and Service Planning.

## **Decision**

### **The Integration Joint Board:-**

- (1) noted the contents of the report;**
- (2) noted the financial risk associated with the winter plan, and**
- (3) approved the appointment of the substitute carer representative.**

#### **IJB46. 2018/19 Annual Accounts and Annual Audit Report to the Integration Joint Board and the Controller of Audit**

The Integration Joint Board considered a report by the Chief Finance Officer presenting 2018/19 Audited Annual Accounts of the Falkirk IJB to 31 March 2019, and the key messages coming out of EY's 2018/19 Annual Audit Report to the Integration Joint Board and the Controller of Audit.

## **Decision**

**The Integration Joint Board noted the:-**

- (1) Audited Annual Accounts to 31 March 2018, and**
- (2) contents of the report.**

### **IJB47. 2019/20 Financial Projection**

The Integration Joint Board considered a report by the Chief Finance Officer providing the Board with an update on the financial projection for 2019/20.

This outturn showed an improvement in health services of £0.386m from the position reported in September. The improved position was mainly a result of underspends in operational, community based services which were offsetting other pressure areas. Demand for external home care places was causing financial pressure. As a result of a further period of increased external home care hours, an overspend of £0.684m was projected. External home care hours procured had increased by 16.5% over the same period in 2018/19. A recovery plan had been developed to try and address the rising demand for home care, focussing on efficiency of the internal home care service, more scrutiny of packages being procured externally and changing some existing processes.

NHS Forth Valley had confirmed that they would seek an allocation from reserves of £1.428m to cover the projected 2019/20 overspend on health services. However, this required Council agreement on risk sharing. The external auditors, EY, had highlighted that the IJB did not have a long term agreement on risk sharing. The agreement on risk sharing between NHS Forth Valley and Falkirk Council had not been concluded.

Previously the Board requested further information on due diligence work. Progress, which would inform a report to the Board, had been slower than anticipated. However, work continued to gather all necessary information.

## **Decision**

**The Integration Joint Board:-**

- (1) noted the contents of the report, and**
- (2) agreed to delegate authority to the Chief Officer to utilise up to £0.15m of reserves to increase intermediate care bed capacity and enhance community support over the winter period.**

#### **IJB48. Partnership Funding**

The Integration Joint Board considered a report by the Chief Finance Officer providing the Board with an overview of recommendations made by the Partnership Funding Group (PFG) and Strategic Planning Group (SPG) in relation to funding proposals, providing further information and recommendations arising from the review of initiatives currently supported, and providing an overview on Partnership Funding Programme performance.

##### **Decision**

##### **The Integration Joint Board:-**

- (1) approved recommendations relating to applications for Partnership Funding set out within Appendix 1 to the report;**
- (2) approved recommendations arising from the review of initiatives currently supported by Partnership Funds, within Appendix 2 to the report;**
- (3) noted the performance across the Partnership Funding programme, within Appendix 3 to the report, and**
- (4) noted the proposed escalation process as outlined at 4.6 and 4.7 of the report.**

#### **IJB49. Strategic Risk Register**

The Integration Joint Board considered a report by the Chief Finance Officer presenting the updated Strategic Risk Register (SRR). The high level SRR was appended to the report. The SRR had been considered by the Audit Committee in September 2019 and was regularly reviewed and updated by the Falkirk Leadership Group. The Lead Officers for each risk were asked to update the detailed risk matrix for their area as appropriate. The detailed risk matrices were included as an appendix to the report.

The Audit Committee was expected to receive an update of the SRR at each meeting. This would be particularly important as work continued to further embed a risk management culture across the Partnership. The Leadership Group recognised that the strategic risks of the IJB should focus on both the role of the IJB and most importantly on delivery of the strategic plan. This approach could only work where operational risks were being appropriately addressed through existing operational risk management arrangements. However, as more services were transferred to the Partnership, the Leadership Group would oversee development of an operational risk register.

## **Decision**

**The Integration Joint Board approved the Strategic Risk Register.**

### **IJB50. Performance Monitoring Report**

The Integration Joint Board considered a report by the Senior Service Manager presenting a comprehensive review of local performance indicators, based on the most up to date position against the previously reported timeframe where applicable, giving a year on year comparison.

The overall approach to performance underlined the principle that robust performance management was integral to the delivery of quality improvement and core to sound management, governance and accountability. The performance monitoring report was introduced to support focus on current key performance issues and actions in relation to delivery of services and relevant targets and measures which were included in the Integration Functions and set out in the Strategic Plan. It supported the IJB to fulfil its ongoing responsibility to ensure effective monitoring and reporting in respect of delivery of services.

## **Decision**

**The Integration Joint Board noted:-**

- (1) the contents of the performance monitoring report, and**
- (2) that appropriate management actions continue to be taken to address the issues identified through these performance monitoring reports.**

### **IJB51. Annual Report of the Chief Social Work Officer 2018/19**

The Integration Joint Board considered a report by the Chief Social Work Officer providing an overview on how the statutory responsibilities have been fulfilled by the Chief Social Work Officer during 2018/19.

The information included in the report was:-

1. Summary of Performance – key challenges and developments during
2. the past year
3. Partnership Working - Governance and Accountability Arrangements
4. Social Services Delivery Landscape
5. Finance and Resources
6. Service Quality and Performance including delivery of statutory
7. functions
8. Workforce – Planning and Development.

## **Decision**

### **The Integration Joint Board:-**

- (1) noted the contents of the CSWO's Annual Report, and**
- (2) acknowledged the commitment, skills and experience of Social Work staff in continuing to deliver high quality services to Falkirk citizens.**

The Integration Joint Board adjourned at 11.25am and reconvened at 11.40am with all members present as per the sederunt with the exception of the Chief Finance Officer.

### **IJB52. Falkirk HSCP Unscheduled Care Improvement Plan**

The Integration Joint Board considered a report by the Head of Integration providing an update on the report presented in September, and providing as an appendix the Falkirk HSCP Unscheduled Care Action Plan 2019 - 2021.

The Senior Leadership Group would support the delivery of the plan. This would involve engagement with the Forth Valley Unscheduled Care Programme Board to minimise any duplication of effort and to maximise opportunities. The HSCP were cognisant of the work that had already been established for improvement, and were committed to continuing with and building on their existing links with the Forth Valley Unscheduled Care Programme Board. It was envisaged that having a separate HSCP plan would provide a partnership focus to this strategic and service delivery priority.

## **Decision**

**The Integration Joint Board noted the Falkirk HSCP Unscheduled Care Plan.**

### **IJB53. NHS Forth Valley Annual Operational Plan 2019/20**

The Integration Joint Board considered a report by the Director of Public & Strategic Planning providing the NHS Forth Valley Annual Operational Plan (AOP).



The requirement for an AOP and the process for agreeing the content with the Scottish Government was set out in guidance received annually by the NHS Board. A draft covering the required elements was prepared locally and usually then required some amendments following feedback from Scottish Government colleagues. In 2019 the feedback mostly related to elective care capacity and specific standards associated with planned care required to be included in the final submission. Engagement with key staff across NHS Forth Valley was undertaken to ensure the required trajectories were locally considered and appropriately owned. There was also a need to engage with staff and partners including volunteers to ensure local needs were met and to describe the potential of a more personalised approach to care as highlighted in the Chief Medical Officer's report 'Personalising Realistic Medicine'. Feedback from the Health & Social Care Partnerships related mainly to improving performance in delayed discharge.

### **Decision**

**The Integration Joint Board noted the Forth Valley Annual Operational Plan 2019/20.**

The Board agreed to vary the order of business. The following items are recorded in the order they were considered at the meeting.

#### **IJB54. Falkirk Community Hospital Update**

### **Decision**

**The Integration Joint Board agreed to continue the item to its next meeting.**

#### **IJB55. IJB Programme of Meetings 2020**

The Integration Joint Board considered a report by the Senior Service Manager which provided a draft timetable of meetings for 2020. The meeting dates proposed were: 20 March; 5 June; 4 September, and 20 November. Board development sessions were proposed for: 7 February; 1 May; 11 September, and 6 November.

### **Decision**

**The Integration Joint Board agreed the timetable of meetings for 2020.**

## **IJB56. Winter Planning**

The Integration Joint Board considered a report by the Chief Executive, NHS Forth Valley which provided as an appendix the Winter Plan which set out how health and social care partners, in collaboration with the Integration Authorities and third sector in the Forth Valley area were preparing for the additional peaks in demand specifically for winter.

The main focus of the Winter Plan dealt with the period from November 2019 to March 2020, with specific reference to the detailed arrangements for the festive holiday fortnight, in December and January. Contingency arrangements and effective management of unscheduled and planned care activity was required within and outwith the winter period. Whilst winter was traditionally a busy period for health and social care services, it was also a time when there could be sudden and unpredictable increases in demand. Therefore, the Plan was supported by enhanced services for winter and contingency plans for unexpected events, which had been tested in conjunction with partner organisations and could be instituted at any time, not just during the winter.

The Plan referred to specific actions that were required in the winter period to ensure that the care of people was not affected by the additional public holidays over the festive period and to ensure effective preparation for the flu virus, Norovirus and respiratory conditions, which were more prevalent in the winter period.

### **Decision**

**The Integration Joint Board noted that approval of the plan was required from NHS Board and Integration Joint Board Chairs, the NHS Board Chief Executive and the Chief Officers prior to submission.**

## **IJB57. Housing Contribution Statement 2019-2022**

The Integration Joint Board considered a report by the Head of Housing which presented, as an appendix, the Draft Housing Contribution Statement (HCS) 2019-2022.

The first (HCS) was agreed by the Board on 4 December 2015. The HCS set out the role of Housing in health and social care. This included mandatory and discretionary housing functions in relation to integration. The HCS was a bridge between housing's strategic planning through the Local Housing Strategy (LHS) and the Strategic Plan.

The HCS priorities were:-

- Make best use of technology to help people to stay in their communities as long as possible
- Recognise the importance of well being and social connection
- Make the most of the built environment to meet housing and care needs
- Improve access to housing for all
- Provide housing options for homeless people.

**Decision**

**The Integration Joint Board approved the priorities and actions for the Housing Contribution Statement (2019-2022).**

**IJB58. Minutes of Committees and Groups**

**Decision**

**The Integration Joint Board noted the minutes of Committees and Groups.**



**Draft**

**Minute of special meeting of the Integration Joint Board held within the Municipal Buildings, Falkirk on Friday 6 March 2020 at 11.00 a.m.**

**Voting Members:** Allyson Black  
Fiona Collie (Chair)  
John Ford (substitute)  
Stephen McAllister  
Cecil Meiklejohn  
Julia Swan (substitute)

**Non –voting Members:** Margo Biggs, Service User Representative  
Patricia Cassidy, Chief Officer  
Robert Clark, NHS Forth Valley Staff Representative  
Cathie Cowan, Chief Executive, NHS Forth Valley  
Jen Kerr, Third Sector Interface  
Sara Lacey, Chief Social Work Officer  
Kenneth Lawrie, Chief Executive, Falkirk Council  
Morven Mack, Carers Representative  
Roger Ridley, Falkirk Council Staff Representative  
Amanda Templeman, Chief Finance Officer

**Also Attending:** Jack Frawley, Team Leader - Committee Services  
Colin Moodie, Chief Governance Officer  
Lorraine Patterson, Head of Integration  
Martin Thom, Head of Integration  
Suzanne Thomson, Senior Service Manager (Planning & Performance)  
Scott Urquhart, Director of Finance

**IJB59. Apologies**

Apologies were intimated on behalf of David Herron, Gordon Johnston, Michele McLung, Ania Sandland and Angela Wallace.

The Chair noted that Julia Swan had resigned from the Board and thanked her on behalf of the Board for her service and wished her well in her new role with the Stirling and Clackmannanshire IJB. The Chair welcomed Stephen McAllister to his first meeting of the Board.

**IJB60. Declarations of Interest**

There were no declarations of interest.



## **IJB61. 2019/20 Financial Projection & Risk Sharing Agreement**

The Integration Joint Board considered a report by the Chief Finance Officer which set out the 2019/20 financial projection and the issues around achieving a balanced financial position. The report also set out proposals from Falkirk Council and NHS Forth Valley regarding overspends and considered the implications of each. The IJB was forecast to overspend by £3.767m in 2019/20, broken down as follows:-

Adult Social Work	£0.635m
Adult Social Work (HRA)	£0.100m
Operational & Universal Services	£1.365m
Set Aside Budget	£1.667m

There were proposals to apply two earmarked reserves to the overspend. This was for aids and adaptations (£0.100m) and GP out of hours (£0.140m). This would reduce the overspend to £3.527m.

There was no agreed position on how best to deal with the overspend. In previous years the Council and NHS Forth Valley had agreed to cover the overspend in their respective service areas by making additional non recurring payments to the IJB. In previous years overspends on the Set Aside budget had been met by NHS Forth Valley, recognising that arrangements for Set Aside planning, monitoring and risk sharing had not been put in place.

For 2019/20 NHS Forth Valley had proposed that 50% of the total overspend on health services, including Set Aside, was met from IJB reserves. That would require an application of IJB reserves of approximately £1.450m and an additional payment of approximately £1.450m from NHS Forth Valley to the IJB. Falkirk Council wished to retain the existing risk sharing arrangements for 2019/20. That would result in an additional payment of £0.635m from Falkirk Council to the IJB.

The Chief Finance Officer emphasised that the report represented her professional advice to the Board in her capacity as its Section 95 Officer.

The Chair noted that Ania Sandland, Third Sector Representative had submitted comments by e-mail. The comments highlighted the importance of preserving the earmarked reserves for investment.

The Chief Executive of NHS Forth Valley advised that she would submit a recovery plan in time for consideration by the Board on 20 March. She also highlighted the work of the Stirling & Clackmannanshire IJB's Finance Committee.

In response to the comments on a finance committee the Board requested that a report be brought to a future meeting on whether a finance committee should be established.

Councillor Meiklejohn made a proposal that consideration could be given to using some general reserves to support the overspend along with the development of a sustainable risk sharing agreement.

The Integration Joint Board adjourned at 11.55am and reconvened at 12.10pm with all members present as per the sederunt.

There was general agreement that there required to be further discussion on the proposal and that the issue of the Health Board request to use IJB reserves should be considered at the next meeting. Mr Ford made reference to the advantages of a three year recovery plan agreed by Stirling and Clackmannanshire IJB.

### **Decision**

#### **The Integration Joint Board:-**

- (1) approved the application of the Out of Hours and HRA reserves;**
- (2) agreed to request that a report on whether a finance committee should be established, and**
- (3) continued consideration of the proposals from NHS Forth Valley and Falkirk Council to the meeting of 20 March 2020.**