

**Minute of Meeting of the
East Renfrewshire
Integration Joint Board
held at 10.00 am on 4 April 2018 in
the Eastwood Health and Care Centre
Drumby Crescent, Clarkston**

PRESENT

Councillor Caroline Bamforth	East Renfrewshire Council (Chair)
Lesley Bairden	Head of Finance and Resources (Chief Financial Officer)
Morag Brown	NHS Greater Glasgow and Clyde Board (Vice-Chair)
Susan Brimelow	NHS Greater Glasgow and Clyde Board
Councillor Tony Buchanan	East Renfrewshire Council
Dr Angela Campbell	Clinical Director for Medicine for the Elderly
Anne Marie Kennedy	Third Sector representative
Dr Craig Masson	Clinical Director
Dr Deirdre McCormick	Chief Nurse
Andrew McCready	Staff Side representative (NHS)
Geoff Mohamed	Carers' representative
Julie Murray	Chief Officer – Integration Joint Board
Councillor Paul O’Kane	East Renfrewshire Council
Rosaleen Reilly	Service users' representative
Kate Rocks	Head of Public Protection and Children’s Services (Chief Social Work Officer)
Ian Smith	Staff Side representative (ERC)

IN ATTENDANCE

Kevin Beveridge	Commissioning and Contracts Manager
Eamonn Daly	Democratic Services Manager, East Renfrewshire Council
Candy Millard	Head of Adult Health and Social Care Localities

APOLOGIES FOR ABSENCE

John Matthews	NHS Greater Glasgow and Clyde Board
Anne-Marie Monaghan	NHS Greater Glasgow and Clyde Board
Councillor Jim Swift	East Renfrewshire Council

DECLARATIONS OF INTEREST

1. There were no declarations of interest intimated.

MINUTE OF PREVIOUS MEETING

2. The Board considered and approved the Minute of the meeting held on 14 February, subject to the following amendments:-

Page 4, Paragraph 6:- after "Councillor Bamforth welcomed the..." there be inserted the words (inclusion of); and the word "separate" be replaced with the words "mental health and addiction".

MATTERS ARISING

3. The Board considered and noted a report by the Chief Officer providing an update on matters arising from discussions that had taken place at the previous meeting.

ROLLING ACTION LOG

4. The Board considered a report by the Chief Officer providing details of all open actions, and those which had been completed since the last meeting.

In response to a comment from Mrs Brimelow, the Chief Officer confirmed that the open action in relation to Aids and Adaptations appeared to have been inadvertently omitted from the log, and that arrangements would be made for it to be reinstated.

Mrs Brimelow having suggested that this issue may benefit from being the subject of a future seminar for members, the Board noted the report.

SPECIALIST LEARNING DISABILITY ASSESSMENT AND TREATMENT SERVICES

5. The Board noted that the presentation had been deferred and would be made at a future meeting.

PROPOSED BUDGET 2018/19

6. Under reference to the Minute of the previous meeting (Item 11 refers), the Board considered a report by the Head of Finance and Resources (Chief Financial Officer) submitting the proposed 2018/19 budget.

Details of the budget offer from both the Council and NHS Greater Glasgow and Clyde (NHSGGC) were provided along with details of how the sums from each of the partners had been arrived at. It was noted that the proposed budget contribution from the Council was £48.175 million, a better offer than modelled in previous scenarios and which meant that the savings challenge for 2018/19 was just over £400k, a significant improvement on the previously modelled £1.7 million. Details of how the new savings target would be achieved were outlined.

The report explained that the proposed contribution from NHSGGC was £66.698 million, although this amount was still subject to confirmation by NHSGGC, and excluded set aside where work was ongoing to identify an agreed mechanism for the transfer of resource.

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With regard to the NHSGGC contribution, the report referred to the proposed cessation of the prescribing risk share agreement, to the potential financial implications of this, and to proposals to establish a reserve of £0.250 million to smooth the volatility of prescribing costs, it being noted that a similar principle was already in place for residential childcare.

The Head of Finance and Resources (Chief Financial Officer) also advised that paragraph 38 of the report was incorrect and based on a misunderstanding. All funding would be passed to each HSCP for local decision and agreement.

In addition the report referred to the IJB's responsibility for strategic planning and for some housing functions which for the IJB related to aids and adaptations held within the Council's housing budgets. This amounted to a further £0.550 million.

The report also referred to the remaining savings targets for 2017/18 relating to the existing Fit for the Future Change Programme and that it was expected that the full year effect of savings was expected to be £540k leaving £414k to be found, and the part-year effect being met from the budget phasing reserve.

The Head of Finance and Resources (Chief Financial Officer) having been heard further on the terms of the report full discussion took place in the course of which the Commissioning and Contracts Manager explained the approach being taken in respect of sleepover redesign.

Mrs Brimelow commented that impacts on the budget from Investment in Reform, the Primary Care Fund, and the new GP contract remained unknown, and questioned whether the funds that were available would allow the continuing ambitions to keep people out of acute services to be achieved. In reply the Chief Officer confirmed that for the coming year funds were considered to be adequate although there was less certainly in respect of future years.

In addition, the Head of Finance and Resources (Chief Financial Officer) explained in respect of those funding levels not yet confirmed that Chief Financial Officers were pressing the Scottish Government for a funding release timetable and that details once known would be brought to a future meeting. She also, in response to a question from Mr Smith, explained that the 2.8% pay award was an average figure taking account of the 3 different salary bands.

The Board:-

- (a) approved the budget contribution of £48.175 million for 2018/19 from East Renfrewshire Council;
- (b) approved the delegated budget for aids and adaptations of £0.550 million;
- (c) approved the budget contribution of £66.698 million from NHS Greater Glasgow and Clyde subject to confirmation and excluding set aside; and
- (d) approved the set-up of an earmarked facility to manage prescribing volatility

FIT FOR THE FUTURE UPDATE

7. The Board considered a report by the Chief Officer providing an update on the Fit for the Future redesign programme and setting out the next steps in the process.

Having reminded the Board that the HSCP had embarked on a comprehensive review of Community Health and Care Services in October 2016, referred to the methodology and structures that had been put in place to carry out the review of services, and highlighted the level of anticipated savings to be delivered as part of the review and redesign work, the report referred to the decision to reconfigure and re-designate heads of service with the heads taking up their new posts from 1 April.

The report also outlined the main principles underlying the ongoing structural review and explained that since the last update to the Board the senior management structure had taken shape, with the draft being shared with the Joint Staff Forum following which there would be a short period of consultation before finalising the structure.

Thereafter the report explained that it was proposed to prioritise the Locality Adult Health and Social Care element of the structure to minimise operational risk, it being noted that a workshop to consider key pathways had been held in January and that as part of the restructure 4 new roles were being created; locality managers for Eastwood and Barrhead, an Initial Contact Manager, and an Intensive Services Manager.

The report further explained the progress being made to confirm staffing structures below senior level and to the next steps, and that a further progress report would be submitted to the June meeting of the Board.

Having heard the Chief Officer further on the report, and Mr Smith intimate that neither he nor Mr McCready had yet had sight of job descriptions for the new posts, the Board:-

- (a) noted the report; and
- (b) agreed that a progress report be submitted to the June meeting.

EARLY YEARS STRATEGY UPDATE

8. The Board considered a report by the Chief Officer providing an update on the implementation of the Early Years Strategy action plan and setting out the next steps in the delivery of the strategy.

By way of background, the report referred to the approval in 2016 by the Council of the Early Years Prevention and Community Engagement Action Plan which had been developed to take control and drive improvements that supported the delivery of Outcome 1 of the Community Planning Partnership's Single Outcome Agreement (SOA): "All children in East Renfrewshire experience a stable and secure start to their lives and are supported to succeed".

This outcome had 2 intermediate outcomes and the report set out the wide range of work undertaken by the HSCP to achieve each of these.

The Chief Officer was then heard further on the history around the development of the Early Years Strategy including the involvement of Sir Harry Burns, to the very positive collaborative efforts between the HSCP and other services, particularly the Council's Education Department, and to the ongoing focus on delivering long-term outcomes rather than short-term solutions.

She commented on a number of notable achievements, in particular that in terms of developmental milestones by SIMD (Scottish Index of Multiple Deprivation) the gap in achievement between the most and least affluent areas continued to fall.

Welcoming the report and in particular the work around closing the attainment gap, Ms Brown suggested that this may be worth sharing across the NHSGGC area. In reply, the Chief Officer explained that she had shared the report with the Director of Public Health.

Councillor O’Kane welcomed the strong partnership working between the HSCP and the Education service, to the trust and investment from both sides, and that pursuing a preventative agenda was a brave decision which was already demonstrating positive outcomes.

Councillor Buchanan supported these views highlighting that the decisions taken by the Council to support a preventative agenda put it at the forefront of long-term change and that the benefits that were now being seen proved that the decisions taken were the correct ones.

The Board noted:-

- (a) the progress to date and the next steps as outlined; and
- (b) that the Change Fund had been mainstreamed to protect essential preventative investment.

STRATEGIC PRIORITIES AND DEVELOPMENT OF STRATEGIC COMMISSIONING CARE PLAN

9. Under reference to the Minute of the meeting of 14 February (Item 9 refers), when the Board noted ongoing strategic planning engagement activity; approved the consultation draft plan for sharing with statutory consultees; and approved the proposed option appraisal approach to support a more detailed commissioning plan, the Board considered a report by the Chief Officer providing an update on the development of the Strategic Commissioning Plan and the finalisation of strategic priorities.

The report explained that following the meeting in February the draft strategic planning document containing revised strategic priorities and changes to localities had been shared with statutory consultees.

The report provided details of those strategic priorities that had been identified as the areas where significant change or investment was needed, it being noted that to date there had been general agreement with the strategic priorities that had been identified.

In addition the report sought approval for the proposals in the draft plan to reduce the number of locality areas from 3 to 2, this change aligning with the Fit for the Future change programme and allowing appropriate supports and infrastructure to be put in place to support locality planning.

The report then provided detailed information in relation to the work being carried out to develop the Strategic Commissioning Plan, including two workshop sessions; the first for mainly technical staff to consider information available from the strategic needs assessment, and information and management system, and the second starting the process to identify 5 key themes for further development.

The report also referred to the need for the adoption of a prioritisation process to support decisions about investment and disinvestment, highlighting that any process must include consideration of the Socio-Economic Duty for the Public Sector. This placed legal responsibilities on public bodies in Scotland to actively consider how they could reduce

inequalities of outcome caused by socioeconomic disadvantage. Interim guidance had been published by the Scottish Government and staff would consider this and how to incorporate it in the prioritisation process

The report acknowledged the importance of developing a mature relationship with different partners and outlined the engagement process that was being taken forward, noting that engagement would be an ongoing process, although the initial focus had been on ensuring inclusion and developing the necessary platforms to support digital and face to face engagement.

The Head of Adult Health and Social Care Localities was heard further on the report in the course of which she referred to the development of the plan in the context of the emerging landscape around regional planning, explained the various factors being taken into account in the development of the plan, and provided further information in relation to the next stages of the process.

In response to questions from Mrs Brimelow on targets around unplanned admissions to hospital and workforce planning, the Head of Adult Health and Social Care Localities acknowledged that whilst the HSCP already performed well in this area, anticipatory care could be better and there were opportunities to examine best practice in other areas. She also confirmed that workforce planning underpinned the delivery of the strategic priorities and would be ongoing once the new plan was in place.

Commenting on unplanned admissions, Dr Campbell also stressed the importance of anticipatory care. She referred to the closure of Mearns Kirk Hospital and that this would release some clinician/geriatrician slots and that the way in which to redeploy these to best meet the needs of patients was already under consideration.

Noting the work of the Strategic Planning Group in the development of the Strategic Commissioning Plan and the proposed engagement and prioritisation activity, the Board approved the high level strategic priorities and revised localities as set out in the draft Strategic Plan;

IMPLEMENTATION OF THE CARERS (SCOTLAND) ACT 2016

10. The Board took up consideration of a report by the Chief Officer providing an update on the range of local and national activities currently under way to prepare for the implementation from April 2018 of the Carers (Scotland) Act including the development of a Carers Strategy, and seeking approval of local eligibility criteria as required by the Act.

Having highlighted that the provisions in the Act were designed to support carers' health and wellbeing, the report provided examples of some of the provisions including the duty for local authorities to provide support to carers based on the carer's identified needs which met local eligibility criteria. A copy of the proposed eligibility criteria accompanied the report.

The report then referred to the establishment of the Carers Act Implementation Group (CAIG) the purpose of which was to agree a range of preparatory activities to inform the implementation of the Act and to ensure that all stakeholders were represented in the planning process.

The CAIG had met in March 2017 and had agreed the range and scope of activities to be taken forward, these being outlined in the report. It was further noted that the group would reconvene in April 2018 to undertake a number of activities associated with the

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implementation of the Act. These included the oversight of the rollout of the Act within East Renfrewshire, and the oversight of the allocation and distribution of the carers consolidated budget, amongst other things.

In particular, the report explained that the consultation draft of the Carers' Strategy was being finalised and that the strategy had been designed around 4 key outcomes that had been identified through the planning process as important.

The Commissioning and Contracts Manager was heard further on the report following which Mr Mohamed emphasised the importance of ensuring carers' expectations were met and that the eligibility should remain under ongoing review and adjustment as necessary.

In reply the Commissioning and Contracts Manager confirmed that this was very much the view of the CAIG and explained how practices would be reviewed in future.

Welcoming the report and in particular the transparency of the planning and engagement process, Ms Brown explained that she had seen reports on the same subject that had been presented at other IJBs and in her view this report was the best she had seen.

The Board:-

- (a) noted the progress being made in preparation of the Carers' (Scotland) Act 2016; and
- (b) approved the eligibility criteria as the basis for further implementation and refinement.

REVENUE BUDGET MONITORING REPORT

11. The Board considered a report by the Head of Finance and Resources (Chief Financial Officer) providing details of the projected outturn position of the 2017/18 revenue budget as at 5 February 2018.

In relation to the 2017/18 revenue budget it was reported that there was a projected overspend of £0.82 million (0.73%) against a full year budget of £112.1 million. Comment was made on the main projected variances, which were subject to revision as the year progressed.

Included in the appendices accompanying the report were proposed budget virements relating to ERC ledgers for operational budgets, for which approval was sought.

Commenting on the report, the Head of Finance and Resources (Chief Financial Officer) intimated that a projected operational underspend of £236k was expected, resulting in a requirement for drawdown of £718k from the budget phasing reserve,

She further explained that, reflecting the improved position in this area, £110k was being added to Learning Disability Transitional Funding, that there were some part year costs associated with the recent works in relation to the closure of Greenlaw Grove, and provision had been made for winter costs through to the year end. The draft 2017/18 outturn would be submitted to the meeting of the Board in June.

The Board:-

- (a) noted the projected outturn position for the 2017/18 revenue budget; and

- (b) approved the budget virements.

DATE OF NEXT MEETING

12. It was reported that the next meeting of the Integration Joint Board would be held on Wednesday 16 May 2018 at 10.00 am in the Council offices, Main Street, Barrhead.

CHAIR