

**Minute of Meeting of the
East Renfrewshire Health and Social Care Partnership
Integration Joint Board
held at 10.00am on 19 August 2015 in
the Council Offices,
Main Street, Barrhead**

PRESENT

Ian Lee, NHS Greater Glasgow and Clyde Board (Chair)

Lesley Bairden	Chief Financial Officer
Susan Brimelow	NHS Greater Glasgow and Clyde Board
Morag Brown	NHS Greater Glasgow and Clyde Board
Councillor Tony Buchanan	East Renfrewshire Council
Dr John Dudgeon	Stakeholder GP
Councillor Jim Fletcher	East Renfrewshire Council
Anne Marie Kennedy	Third Sector representative
Councillor Alan Lafferty	East Renfrewshire Council (Vice Chair)
Councillor Ian McAlpine	East Renfrewshire Council
Andrew McCready	Staff Side Representative (NHS)
Dr Alan Mitchell	Clinical Director
Geoff Mohamed	Carers' representative
Julie Murray	Chief Officer – Integration Joint Board
Rosaleen Reilly	Service users' representative
Cathy Roarty	Professional Nurse Adviser
Kate Rocks	Head of Children's Services and Criminal Justice (Chief Social Work Officer)
Rev Dr Norman Shanks	NHS Greater Glasgow and Clyde Board

IN ATTENDANCE

Eamonn Daly	Democratic Services Manager
Margaret McCrossan	Head of Accountancy (Chief Financial Officer)
Candy Millard	Head of Strategy
Frank White	Head of Health and Community Care

APOLOGIES

Ian Smith	Staff side representative (East Renfrewshire Council)
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OPENING REMARKS BY CHAIR

1. Mr Lee welcomed those present to the inaugural meeting of the East Renfrewshire Health and Social Care Partnership Integration Joint Board (IJB).

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He reminded those present that the IJB was a separate legal entity from those organisations that had nominated members, and that any decisions taken had to be in the best interests of the IJB and not the nominating bodies.

He referred to the very positive working relationships and practices that had been developed during the life of the former Community Health and Care Partnership Committee and hoped that these would continue under the IJB.

DECLARATIONS OF INTEREST

2. There were no declarations of interest by members of the Board in terms of draft Standing Order draft Standing Order 9.2 – Codes of Conduct and Conflicts of Interest.

MEMBERSHIP OF INTEGRATION JOINT BOARD

3. The Board considered a report by the Chief Officer Designate regarding the membership of the Board.

The report explained the legislative background to the membership of the Board, which had to comprise a number of prescribed members including voting members from both the council and the health board, and non-voting members including the Chief Officer and Chief Financial Officer.

The report further outlined the membership categories in respect of which Board members must be appointed, and that it was open to the Board to appoint other non-prescribed members subject to certain restrictions. In addition the ability to appoint proxy members, and the arrangements that had been made to date to appoint suitable proxies, was outlined.

Full details of the proposed membership of the Board together with any details of proxies that had been appointed, accompanied the report.

Having heard the Democratic Services Manager in response to an enquiry from Mrs Reilly on the appointment of proxy members, the Board:-

- (a) noted the prescribed membership;
- (b) agreed to the appointment of the discretionary members as outlined; and
- (c) noted the approach to identifying proxy members

APPOINTMENT OF CHIEF OFFICER

4. The Board considered a report by the Chief Executive, East Renfrewshire Council, seeking approval for the appointment of Julie Murray, Director of the Community Health and Care Partnership, as the Chief Officer of the IJB.

By way of background, the report outlined the legislative requirement in terms of the Public Bodies (Joint Working)(Scotland) Act 2014 for IJBs to appoint a chief officer.

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The report outlined the responsibilities and duties of the Chief Officer and reminded the Board that as part of the shadow integration arrangements approved by both the council and the health board, Julie Murray had been appointed as Chief Officer Designate of the shadow IJB, and subject to confirmation by the Board would become the substantive Chief Officer of the IJB.

It was noted that in making any appointment to the post of Chief Officer the IJB was required to consult with both the council and the health board. Both bodies had been consulted and supported Mrs Murray's appointment.

The Board agreed that Julie Murray, Director of the Community Health and Care Partnership, be appointed Chief Officer of the Integration Joint Board and offered congratulations on her appointment.

INTEGRATION SCHEME, ORDER AND SCHEME OF DELEGATION

5. The Board considered a report by the Chief Officer Designate in respect of the approved Integration Scheme for East Renfrewshire, a copy of which accompanied the report.

The report explained that the Public Bodies (Joint Working)(Scotland) Act 2014 placed an obligation on health boards and local authorities to integrate strategic planning and service provision arrangements for adult health and social care services, with local discretion to include further functions such as criminal justice and children's health and social care, should this be agreed by the parties. It had been agreed by both the council and the health board that these functions should be included in respect of the East Renfrewshire area.

The report further explained that as part of the integration process the council and the health board had to jointly prepare, consult upon and approve an integration scheme, which thereafter had to be submitted to Scottish Ministers for final approval.

The scheme that had been prepared set out the roles and responsibilities of the new IJB as well as detailing the roles and responsibilities of both the council and the health board in enabling the IJB to discharge its functions. This included the delegation of various duties from both bodies to the IJB.

The scheme was submitted to Scottish Ministers on 18 May 2015 and confirmation that they had approved the scheme was received from Scottish Ministers in June. In addition Scottish Ministers also made an Order formally establishing the IJB with effect from 27 June 2015.

Commenting further, the Head of Strategy highlighted the significant consultation that had taken place in the preparation of the Scheme. She referred to the extensive discussions that had taken place with Scottish Government officials around elements of the Scheme, particularly in relation to Clinical and Care Governance, and in response to Mr Lee outlined a number of changes that had been made to the Scheme in relation to Clinical and Care Governance to meet Scottish Government requirements.

In this regard, Dr Mitchell reported that it was proposed to hold a seminar to which members of the former Care Governance Sub-Committee would be invited, the purpose of which was to discuss the most appropriate method of taking forward clinical and care governance in the context of the IJB, and that the outcome of those discussions would be reported to a future meeting.

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Responding to questions from Mrs Brimelow on governance arrangements, the Democratic Services Manager explained that it was open to the IJB to establish committees to carry out any of its functions and that IJB approval of both the composition of any such committees and their terms of reference would be required.

Responding to a question from Mr Lee on the possible establishment of an Audit Committee, the Head of Strategy explained that the establishment of a Performance and Audit Committee was referred to in the Strategic Plan and further information in respect of this would be submitted to the meeting of the IJB in October.

Dr Dudgeon having referred to improved interconnectivity between primary and secondary care as one of the key outcomes in relation to the establishment of health and social care partnerships, also referred to the importance of identifying a medical practitioner from secondary care services to sit on the IJB. In reply the Chief Officer explained that officers were keen to identify someone from acute services to sit on the IJB, and that further discussions on this would take place at the Chief Officers' meeting being held the following week. Supporting calls for an IJB member from acute services Ms Brown also suggested that the possibility of also seeking the appointment to the IJB of an acute service manager should be considered.

The IJB noted the East Renfrewshire Health and Social Care Partnership Integration Scheme.

INTEGRATION JOINT BOARD – STANDING ORDERS

6. The Board considered a report by the Chief Officer Designate seeking adoption of Standing Orders for the proceedings and business of the Board and its committees.

The report explained that in terms of the Public Bodies (Joint Working)(Integration Joint Boards)(Scotland) Order 2014, IJBs were required to make Standing Orders for the regulation of their procedure and business, and all meetings of IJBs or any committees established by them must be conducted in accordance with the Standing Orders. In addition, the report explained that there were certain matters which in terms of the legislation must be contained within the Standing Orders, referred to matters which were subject to ongoing discussions which may lead to future amendment of the Standing Orders being necessary, and advised that in any case the Standing Orders would be reviewed after 1 year of operation. A copy of the proposed Standing Orders accompanied the report.

Having heard the Democratic Services Manager on a proposed amendment to reflect the shorter initial period of office of the Chair as set out in the Scheme of Establishment, the Board approved the East Renfrewshire Health and Social Care Partnership Integration Joint Board Standing Orders for the Proceedings and Business, subject to the amendment as outlined.

APPOINTMENT OF CHIEF FINANCE OFFICER

7. The Board considered a report by the Chief Officer Designate seeking approval for the appointment of Lesley Bairden as the Chief Finance officer of the IJB.

The report referred to the legislative requirement for the Board to appoint a Chief Finance Officer, set out the duties and responsibilities of that officer, and explained that following a

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joint recruitment process conducted by the council and the health board, it was recommended that Lesley Bairden be appointed as Chief Financial Officer.

The Board agreed that Lesley Bairden be appointed Chief Financial Officer of the Integration Joint Board and offered congratulations on her appointment.

CODE OF CONDUCT

8. The Board considered a report by the Chief Officer Designate relative to the Code of Conduct for Members of Devolved Public Bodies and advising of the need for members of the Board to subscribe to and comply with the requirements of the Code.

The report explained that the Ethical Standards in Public Life etc (Scotland) Act 2000 provided for codes of conduct for members of relevant public bodies and imposed on those bodies a duty to help their members comply with the relevant code.

The report clarified that the IJB Standing Orders, approved earlier in the meeting, prescribed that members of the IJB shall subscribe to and comply with the Code of Conduct for Members of Devolved Public Bodies.

The report explained the obligations associated with the Code, in particular the need for members of the IJB to register any interests that they may have, both financial and non-financial, and to declare any such interests at meetings when matters related to their interests were being considered.

A copy of the Code of Conduct for Members of Devolved Public Bodies and associated guidance that had been produced by the Standards Commission accompanied the report.

The Board noted the report, Code and associated guidance, and the requirement for members of the Board to subscribe to and comply with the requirements of the Code.

EAST RENFREWSHIRE HEALTH AND SOCIAL CARE STRATEGIC PLAN 2015-2018

9. The Board considered a report by the Chief Officer Designate seeking approval of the East Renfrewshire Health and Social Care Strategic Plan 2015-2018, a copy of which accompanied the report.

The report explained that the Plan included the Strategic Priorities for ensuring delivery against National Outcomes sets in line with the Health and Social Care Partnership's vision statement and provided details of the wide range of stakeholders that had been consulted during the Plan's development.

In particular, the report referred to the importance of localities and locality planning, which provided a key mechanism for strong local clinical, professional and community leadership for the future development of the Strategic Priorities.

It was explained that in the consultation as part of the development of the Plan, local people, staff and partner organisations had all demonstrated a keen interest in working together to shape health and social care in East Renfrewshire, and that number of consistent messages had emerged during the consultation process. These included support for the vision and values and for the strategic priorities, amongst other things.

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It was clarified that the Strategic Plan would be supported by an Implementation Plan and Performance Data Directory, which would be reported to the next meeting of the IJB.

The financial resources required to deliver the Strategic Priorities were included in the Plan. However the Chief Financial Officer had only take up the post and had not had the opportunity to undertake the required due diligence to confirm that the resources being transferred were sufficient to deliver the services being delegated from both the council and the health board. This would be the subject of a report to the next meeting of the IJB on 7 October 2015.

In view of this, it was recommended that in addition to approving the Plan, the IJB agree that 7 October be the date from which the IJB takes on the delegated functions, subject to satisfactory consideration of the Financial Due Diligence report at the meeting being held that day.

The Chief Officer having explained in further detail the reason for the delay in the IJB taking on the delegated functions, the Head of Strategy was heard on the consultation process adopted in the formulation of the Plan and on the services for which the IJB was responsible it being noted that work was ongoing in respect of establishing the level of use of acute services by East Renfrewshire residents.

In terms of the layout of the Plan she also explained that to make the Plan more easily understood, the decision had been taken for it to be a high-level document with supporting information made available through other media, primarily on the web.

In the course of further discussion Rev Dr Shanks and Ms Brown suggested some amendments to the Plan content which were agreed by the Board.

Councillor McAlpine welcomed the emphasis the Plan placed on East Renfrewshire's ageing population and also the shift in resources towards community services. However he emphasised that in the long term resource transfer from acute services to community services may need to be considered.

Congratulating officers for the very positive way in which consultation on the Plan had been carried out, Dr Dudgeon was heard in support of Councillor McAlpine's comments relative to East Renfrewshire's elderly population. In respect of the possible appointment of someone from acute services on the IJB, Dr Dudgeon suggested that it would be useful if a geriatrician could be identified with the possible further addition to the IJB membership of a senior clinical manager.

Indicating that Dr Dudgeon's suggestions would be taken on board, the Chief Officer explained that it would always be possible for individuals from specific service areas to be invited to attend meetings of the IJB.

Having heard the Head of Strategy in response to questions from Mr Lee in relation to the exercise to identify levels of acute service use, the Board:-

- (a) approved the East Renfrewshire Health and Social Care Strategic Plan 2015-2018 subject to the amendments suggested; and
- (b) agreed that 7 October 2015 be set as the date from which the IJB take on the functions delegated to it by the council and the health board, subject to satisfactory consideration of the Financial Due Diligence report at that meeting.

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REPORT FROM THE SHADOW INTEGRATION JOINT BOARD ON SIGNIFICANT ISSUES

10. The Board considered a report by the Chief Officer Designate summarising various issues of significant interest to the Board that had been carried forward from the Shadow Board.

In particular, the report referred to ongoing developments relative to the council's proposals to sell Bonnyton House as a going concern and to the independent review carried out by Messrs Grant Thornton of both the council's proposals and the alternatives put forward by residents, families and staff to retain the home under council management.

The review had confirmed that the alternative options would not deliver the level of savings required and had concluded that the sale of the service was the only viable option. This proposal would be put to the Board at its October meeting.

The report also outlined the steps being taken by management to keep staff, residents, and families/carers advised of development.

The Head of Health and Community Care was heard further in the course of which he explained that to assist the IJB a seminar to fully apprise members of the situation and to allow discussion on the Grant Thornton review would be arranged in September.

Councillor Fletcher was heard in detail on the background to the proposals for Bonnyton House and on the difficult financial circumstances facing the council which had led to the decision that had been taken.

Welcoming the opportunity to discuss the matter in greater detail at the seminar, Mrs Brimelow indicated that there was no reference in the report to the quality of care offered at Bonnyton House and this information would be useful. She also questioned the adequacy of the financial management arrangements in place in the context of the level of overspend against the relatively low number of residential places. In reply, the Chief Officer explained that the recent Care Inspectorate report for Bonnyton House had indicated high standards of care, and that this issue and more detail on the financial position would be discussed at the seminar.

Having heard Ms Brown on various pieces of information that should be provided to IJB members prior to the seminar and the Chief Officer confirm that this would be collated and issued, the Board noted the report.

CHCP FINANCE SYSTEMS AND PROCESSES - UPDATE

11. The Board considered a report by the Chief Officer Designate providing information relative to circumstances that had led to the overpayment of a number of service providers, an update on actions taken to reconcile payments and recover funds, and details of the actions being taken to improve finance systems and ensure good financial governance and internal controls. This matter had been brought to the attention of the former Integration Joint Board Interim Sub-committee at its meeting on 3 June 2015.

The report referred to the existing financial processes in place and the steps being taken to improve the financial systems, processes and management information as part of steps to enable proper control and good budget management.

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The report outlined the background to the block funding arrangements and scheduled payment regime introduced in response to the increased number of people with learning disabilities being supported in the community following the introduction of Supported Living.

The report explained that an initial review of processes in 2012 identified that these were weak and that the scheduled payment process was outdated. Further reviews of all learning disability packages had identified a number of overpayments to service providers with these being reclaimed over recent financial years. Details of the overpayments made and the recovery position in respect of these overpayments accompanied the report.

The report further outlined a number of the process failures that had been identified as well as explaining the actions that had been taken following the identification of inconsistent reconciliation activity. This included an acceleration of payment by 4-weekly schedule to be replaced by invoicing. In addition it was reported that the full overpayment amount of £878,355 reported in June had now been recovered.

Full information in respect of the actions taken to ensure the integrity of wider CHCP payments was also provided in the report. It was also explained that following the identification of the overpayments, the CHCP Finance team was carrying out sample checks on all other care groups to ensure payments to providers matched written agreements.

In addition, the report provided details of the additional resources applied in order to ensure an improved control environment within the CHCP. This included information relating to the actions being taken to implement the CareFinance financial management system.

The report also referred to the ongoing work in the context of the establishment of and implications for the Health and Social Care Partnership. In particular it was explained that with the requirement for the IJB to appoint its own Chief Financial Officer, the decision had been taken to move the finance team from the council's Accountancy Section to the Health and Social Care Partnership under the leadership of the Chief Officer and Chief Financial Officer. This would lead to clearer accountability for the finance function.

Having heard the Chief Officer further in respect of the report, Councillor Fletcher welcomed the actions that had been taken to address the shortcomings that had been identified including the introduction of new more robust processes. Highlighting that there was no question of fraudulent activity in respect of the monies that had been paid out, he also welcomed that the £878,305 identified from the reconciliation of schedule payments and agreed with the council had been recovered in full.

Responding to Ms Brown who also welcoming that the issues identified were being addressed, the Head of Accountancy outlined that additional staffing resources that were in place to take forward the CareFinance project, and in response to further questions explained that it would be possible for progress reports on the implementation of the CareFinance project to be submitted to future meetings of the IJB.

In response to questions from Mrs Reilly on the adequacy of care packages, the Chief Officer and Chief Social Work officer explained the assessment process carried out and that packages were always fine-tuned once in place which may lead to changes, but that all care packages were put together to address the assessed needs of the client.

Having heard the Head of Accountancy of the involvement of both the council's internal and external auditors in the process and that the findings of both would be made available for consideration in due course, the Board noted the report.

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REVENUE BUDGET MONITORING

12. The Board considered a report by the Chief Officer Designate, providing details of the projected outturn position in respect of the 2015/2016 revenue budget.

The report explained that as at 30 June 2015, against a total combined budget of £98.28 million, there was a forecast underspend of £34,000 (0.03%).

The report provided details of the council and health board elements of the total budget with reasons for variations in a number of the budget headings being outlined.

Commenting on the report, the Head of Accountancy highlighted the change in the format from previous budget monitoring reports, where the budget outturn up to a particular point in the financial year had been considered. This was in line with similar changes that had been made to the council budget monitoring reports, but it would be open to the IJB to determine the format of monitoring reports to be submitted in future.

Having heard the Head of Accountancy confirm that seasonal variations were built in to the projections where appropriate, Mr Lee welcomed the new projection information. However, he suggested that the Board may still find it helpful to have period information as was presented to the CHCP Committee in the past. This was agreed.

The Board noted the report and agreed that in addition to the projected financial information, period information also be submitted.

CALENDAR OF MEETINGS 2015/16

13. The Board considered and approved a report by the Chief Officer Designate regarding proposed meeting dates for 2015/16.

Resolution to Exclude Press and Public

At this point in the meeting, on the motion of the Chair, the committee unanimously resolved that in accordance with the provisions of Section 50A(4) of the Local Government (Scotland) Act 1973, as amended, the press and public be excluded from the meeting for the following item on the grounds that it involved the likely disclosure of exempt information as defined in Paragraph 6 and 12 of Part 1 of Schedule 7A to the Act.

HISTORIC PAYMENT DISPUTE

14. The Board considered a report by the Chief Officer Designate regarding a historic payment dispute between East Renfrewshire Council and a service provider over the period 2001 to 2013.

Having outlined the background to the relationship between the council and the organisation, and the circumstances which had led to the current contractual position between both parties, the report provided details of the contractual dispute and the steps being taken to resolve the matter.

Following full discussion and having heard officers respond to various questions from members, the Board noted the report.

NOT YET ENDORSED AS A CORRECT RECORD

DATE OF NEXT MEETING

15. It was reported that the next meeting of the Integration Joint Board would be held on Wednesday 7 October 2015 at 10.00 am in the Council Offices, Main Street, Barrhead.

CHAIR