

**Minute of Meeting of the
East Renfrewshire
Integration Joint Board
held at 10.30am on 29 November 2017 in
the Eastwood Health and Care Centre,
Drumby Crescent, Clarkston**

PRESENT

Morag Brown	NHS Greater Glasgow and Clyde Board (Vice-Chair)
Lesley Bairden	Chief Financial Officer
Susan Brimelow	NHS Greater Glasgow and Clyde Board
Councillor Tony Buchanan	East Renfrewshire Council
Anne Marie Kennedy	Third Sector representative
John Matthews	NHS Greater Glasgow and Clyde Board
Dr Craig Masson	Clinical Director
Dr Deirdre McCormick	Chief Nurse
Andrew McCready	Staff Side representative (NHS)
Anne-Marie Monaghan	NHS Greater Glasgow and Clyde Board
Julie Murray	Chief Officer – Integration Joint Board
Councillor Paul O’Kane	East Renfrewshire Council
Rosaleen Reilly	Service users’ representative
Kate Rocks	Head of Children’s Services and Criminal Justice (Chief Social Work Officer)
Councillor Jim Swift	East Renfrewshire Council

IN ATTENDANCE

Arlene Cassidy	Children’s Services Planning Manager
Eamonn Daly	Democratic Services Manager, East Renfrewshire Council
Candy Millard	Head of Strategic Services
Frank White	Head of Health and Community Care

APOLOGIES FOR ABSENCE

Councillor Caroline Bamforth	East Renfrewshire Council (Chair)
Dr Angela Campbell	Clinical Director for Medicine for the Elderly
Geoff Mohamed	Carers’ representative
Ian Smith	Staff Side representative (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 27 September 2017.

MATTERS ARISING

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

Having heard the Chief Officer in response to a request from Mrs Brimelow for a presentation on the Renfrewshire Development Programme (RDP) at a future seminar explain that this could be provided in the context of a wider presentation on the unscheduled care plan, the Board noted the report.

MINUTES OF COMMITTEES

4. The Board considered the Minute of the meeting of the Performance & Audit Committee held on 27 September 2017.

Having heard Mrs Brimelow welcome the reassurances provided in relation to the CareFinance system and its effectiveness, and Ms Brown report that a number of the ongoing actions contained in the action plan had now been completed and subject to confirmation by the Council's Chief auditor would be closed off, the Board noted the Minute.

ACTION LOG

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

EAST RENFREWSHIRE CORPORATE PARENTING PLAN 2016-18 – YEAR 1 UPDATE

6. Under reference to the Minute of the meeting of the Board on 23 November 2016, when the first East Renfrewshire Corporate Parenting Plan had been considered, the Board received a report by the Chief Officer on progress made in delivering the outcomes as set out in the plan.

Having outlined the background to the introduction of corporate parenting obligations on a wide range of publicly funded organisations and the steps being taken within East Renfrewshire to meet these obligations, the report highlighted areas of improvement and challenge within the 6 improvement themes contained in the Plan and provided information in relation to the improvement priorities for year 2 of the Plan.

Ms Brown introduced Arlene Cassidy, Children's Services Planning Manager who was heard further on the work that had taken place during the year, referring in particular to the audit work undertaken across the 6 improvement themes and to some of the key improvements that had been made. Reference was made in particular to permanency, where the 100% target of children and young people looked after away from home and who had been in care for a minimum of 6 months, and for whom a review had taken place and a permanency decision made, had been met.

Responding to questions, Ms Cassidy explained the methods used to establish whether or not children felt safe, following which Councillor O’Kane referred to the current approach used in relation to fostering and adoption.

Thereafter discussion took place on the question of advocacy for young people in the course of which the Chief Social Work Officer explained that discussions were taking place with “Who Cares” about how advocacy services would be provided in future. She highlighted that the greatest concerns related to 8-12 year-old children and that traditionally these were not the children to the forefront of thinking when advocacy services were being considered. She clarified that the ultimate aim was to provide advocacy services for all children regardless of age, and that services were working together in the development of a plan for this.

In response to a question from Councillor Swift on the support networks being established for young people, the Chief Social Work Officer provided details of some of the network connections that were being set up, including the use of social media channels.

In addition, in response to Ms Monaghan, the Chief Officer explained the reasons why there were delays in relation to accessing health assessments and the work that was being embarked upon to try and address this.

Mrs Reilly commended the new Family Well-Being Service and enquired if any improvements had been identified as a result of this. In reply, the Chief Social Work Officer explained that it was too early to tell at this stage but that more detailed analysis would be provided in future which would enable improvements to be identified.

Referring further to the issue of permanency, Ms Brown questioned whether or not any consideration had been given to the unintended consequences of the speed of permanency arrangements being put in place, and enquired if there could be some future equality impact assessment carried out in relation to permanency planning timescales and targets. In reply, the Chief Social Work Officer indicated that she would be happy to have further discussions with Ms Brown in relation to this matter.

The Board: –

- (a) acknowledged the progress made in delivering improved outcomes for looked after children, young people, and care leavers;
- (b) requested Corporate Parents continue to move forward with the implementation of the plan in the next year; and
- (c) agreed to address the areas of challenge and seek support of the Champions where necessary.

CHIEF SOCIAL WORK OFFICER’S 2016/17 ANNUAL REPORT

7. The Board considered the Chief Social Work Officer’s Annual Report for 2016/17 which provided an overview of the professional activity for social work within East Renfrewshire for 2016-17 through the delivery of statutory functions and responsibilities held by the Chief Social Work Officer. Details of challenges and risks facing the service were outlined which included the continuing challenging financial climate and the uncertainty for all public services, and the increasing expectations and demands from the public and stakeholders.

The Chief Social Work Officer commented on a range of associated issues, including improvements made and achievements that impacted on the quality of life of vulnerable residents; and challenges and risks faced including in terms of the budget available, austerity, new legislation, the demography of the area, and the complexity of cases dealt with. Furthermore, she highlighted the importance of continuing to provide preventative services and how this was becoming more challenging in the current financial climate.

Welcoming the report, Councillor Buchanan stated that it displayed the breadth of work being undertaken by the service, highlighted the importance of the prevention agenda, and also referred to the challenges facing the area in relation to the increasing numbers of both younger and older people.

Ms Brown also welcomed the report highlighting that it reflected well the challenges to be faced and also highlighted the increasing activity in the service.

The Board noted the content of the Chief Social Work Officer's Annual Report.

BONNYTON HOUSE UPDATE

8. The Board considered a report by the Chief Officer providing an update on the outcome of the marketing exercise for Bonnyton House and presenting options for the future of the service for consideration.

Having set out the background to the decision to market the facility as a going concern and to the work carried out thereafter in relation to the decision, the report explained that the most recent marketing exercise had generated only 1 further conditional offer which was considered to be unsatisfactory and did not deliver either best value for the Council or protection for existing staff.

The report referred to the work that had already taken place to identify efficiencies and to the current financial position which based on implementation of changes and efficiencies to date would result in a recurring annual deficit of £320k, based on the existing service model.

However, the report also referred to the closure of Mearns Kirk Hospital by April 2019 which had been reported at the previous meeting. This decision meant there was greater pressure on the HSCP to provide support and accommodation for East Renfrewshire residents who were placed there. It was explained that on the back of this decision, and the demands for community beds to be provided to address issues of delayed discharge and unscheduled care, a new option was to retain Bonnyton House and to remodel the services provided there. Initial proposals suggested that the facility could provide a mix of services providing residential accommodation; focussed support to prevent unnecessary hospital admission; intensive post-discharge support, and the creation of a dedicated palliative care service using existing beds.

The report provided details of the financial implications of the proposals, and outlined 3 options for moving forward these being to make further efforts to sell the facility, move to close the facility, or create the new services as outlined above.

Details of the advantages and disadvantages associated with each of the 3 options were listed it being concluded that the option to retain Bonnyton House and to redevelop the services provided there was now considered to be the most appropriate way forward.

The report further explained that although more detailed work was required on the financial framework the new proposals would make the HSCP well placed to transform Bonnyton House to become a highly flexible fully integrated service, supporting people to live well at home, either in Bonnyton House itself or in their own communities.

The Head of Health and Community Care was then heard further on the proposals following which full discussion took place.

Mr Matthews having welcomed the new proposals as a creative solution for the challenges facing the service and that the potential financial risks were in his opinion worth taking, Ms Monaghan emphasised the need to ensure that any patients in the new facility were not placed there because of service failures or poor service responses elsewhere in the system. She also questioned how quickly the proposals, if approved, could be taken forward.

In reply, the Head of Health and Community Care explained that robust policies and procedures in relation to admissions criteria would be put in place and that if the proposals were approved plans could be taken forward relatively quickly.

Mrs Reilly also having welcomed the new proposals, Dr Masson expressed confidence that staff would ensure that beds were allocated to the correct patients. He also explained that he had spoken with Alastair McKeown, NHSGGC Consultant in Palliative Medicine in relation to the proposals for palliative care and there was an opportunity for exciting care plans to be developed.

Intimating that he had also had similar discussions with Dr McKeown, Councillor Swift also welcomed the proposals commending staff at Bonnyton House for the manner in which they had continued to provide quality services during times of uncertainty.

Referring to the use of the term “step up/step down” in the proposals, Ms Monaghan suggested that the language used had to be easily understood by the public and that the use of technical terms should be discouraged. This was supported by Ms Brown.

Councillor Buchanan also welcomed the developments that had led to the new opportunities for the development of Bonnyton House. He reminded the Board that the original decision to sell Bonnyton House had not been taken lightly. The fact that efforts were made to sell it as a going concern demonstrated that there was no appetite for the facility to be closed. He recognised that there was some financial risk associated with the new proposals but that on balance it was worth taking this risk to develop the new services and to retain Bonnyton House.

The Chief Financial Officer having been heard further on how the financial challenges associated with the new proposals would be addressed, the Board agreed:-

- (a) option 3 which would enable the HSCP to create an integrated centre of excellence for older people in East Renfrewshire to meet a wide range of needs by:-
 - continuing to deliver residential places at Bonnyton House
 - Further developing a 6-bed intensive rehabilitation resource to prevent unnecessary hospital admission and to support hospital discharge
 - Creating a new 6-bed unit to deliver palliative and end of life care
- (b) that a further paper be submitted to the board when more detail was available on the funding package agreed for the closure of Mearns Kirk Hospital.

COMMUNITY PLANNING UPDATE

9. The Board considered a report by the Chief Officer providing an update on the Board's community planning responsibilities and contribution to the Fairer East Ren Locality Improvement Plan (LOIP) and Locality Plans, required under the Community Empowerment (Scotland) Act 2015.

The report explained that the Act contained a number of provisions aimed at empowering communities and involving them in the design and delivery of services across the East Renfrewshire Community Planning Partnership (CPP) area. This included a requirement for CPPs, on which the IJB was one of the partner organisations, to prepare LOIPs. These plans would replace Single Outcome Agreements (SOAs) and would be the key ones for tackling inequalities and closing the gap between those who experience poorer outcomes and other residents in the CPP area. In East Renfrewshire the plan, known as Fairer East Ren, would sit below a new overarching Community Plan.

Having outlined the IJB's responsibilities as a community planning partner, the report further explained the requirement for locality plans to be produced for areas experiencing significantly poorer outcomes than East Renfrewshire or Scotland as a whole. In East Renfrewshire, 2 locality planning areas had been identified; Auchinback, and the Arthurlie/Dunterlie/Dovecothall (ADD2 Barrhead) area. It also referred to national guidance produced which set out the range of requirements for the plans which applied both to LOIPs and locality plans, clarifying that the process for developing each type of plan differed to take account of differences in needs, community infrastructure and scale.

Details of the processes and community engagement mechanisms that had been used in the development of the plans were outlined, following which it was highlighted regarding the Fairer East Ren Plan that 4 key themes had been identified. These related to reducing the impact of child poverty; improving employability; improving mental health and wellbeing; and reducing social isolation and loneliness and increasing safety. 2 cross-cutting themes had also been identified in relation to community and public transport, and community influence.

With regard to the 2 locality plans, it was explained that there was a tendency for the key priorities to be more physical and environmental, with the key priorities for both areas being outlined.

It was clarified that the plans, once approved, would form the basis for the next stage of the process which would be the development of detailed evidence-based actions, measures and targets that would deliver on the outcomes as contained in the plans.

The report further explained that the Act required CPPs to align resources to meet local priorities efficiently and effectively and that this would be kept under review throughout the delivery of the Plan. As part of this, opportunities to secure external funding had already been and would continue to be pursued. This would augment council-approved funding as well as mainstream resources of all partners. The IJB was expected to contribute appropriate resources to meet the LOIP and locality plan priorities efficiently and effectively with deployment of resources being kept under review by the CPP.

Mrs Reilly having welcomed the engagement process that had taken place and that the views of residents in the 2 locality planning areas had been taken on board, and Councillor Buchanan in response to Ms Monaghan's concerns around tight timescales explain that a lot of good foundation work had already taken place, the Board:-

- (a) noted the Fairer East Ren Plan;

- (b) noted the socio-economic needs assessment and community priorities for the Auchenback and ADD2 Barrhead locality planning areas; and
- (c) endorsed HSCP involvement in the development of the delivery plans and associated outcome measures and targets to underpin Fairer East Ren and the 2 locality plans.

MOVING FORWARD TOGETHER – NHSGGC HEALTH AND SOCIAL CARE TRANSFORMATIONAL STRATEGY PROGRAMME

10. The Board considered a report by the Chief Officer advising of work being carried out by NHSGGC to develop a transformation Strategy for NHS services within the Health Board area.

Having highlighted the number of local, regional and national drivers around the development of a Transformational Strategy for NHSGGC, the report referred to the Audit Scotland report *NHS in Scotland* published in 2016, which identified a number of key messages for the NHS in Scotland, and which recommended that NHS Boards should take ownership of change and service improvement in their area and work with partner organisations and agencies to develop long-term workforce plans, as well as working with the public to explain to them the need for change.

The Scottish Government had published a response that identified reducing inappropriate use of hospital services, shifting resources to primary and community care, and supporting capacity of community care as 3 main aims.

The report explained that in response to the developmental drivers NHSGGC had started work on “Moving Forward Together” a Board-wide Transformation Strategy, the aim being to develop a medium-term transformational plan. A copy of the paper considered by the NHSGGC Board in October accompanied the report.

The report explained that it was anticipated that work would be carried out in 4 phases, details of which were given, with completion expected in mid-2018.

The report also referred to the future financial challenges facing both the Health Board and the IJB and that the focus of the transformational programme was to develop future services that were optimised for safe and effective person-centred care and met current and future needs, but was sustainable and deliverable within the allocated resource envelope.

Details of some of the collaborative working that was taking place in the development of the programme were also provided, it being noted that a number of officers from HSCPs across the Board area had been co-opted to the core transformational team with 2 HSCP Chief Officers from Glasgow and East Dunbartonshire HSCPs being appointed to the Programme Board. In addition, it was explained that a Stakeholder Reference Group would be established to act as a sounding board for the proposals, with it being expected that representation would be sought from each of the 6 HSCP areas. Accordingly delegated authority was sought for the Chief Officer to identify appropriate individuals to represent the IJB and HSCP on the group.

The Chief Officer was then heard further in relation to the report following which Councillor Swift referred to transformational work carried out by Kaiser Permanente in relation to the development of Health Maintenance Organisation (HMO) Plans in California suggesting that all potential options should be considered as part of the development of the transformation plan.

The Chief Officer having been heard further, Mrs Brimelow highlighted the considerable staffing implications associated with the development of the plan referring to the possibility of additional Scottish Government funding being made available, although the Chief Officer suggested that if this was the case it would most likely be for the backfilling of clinical posts. In addition Ms Monaghan highlighted that whilst the changes were being introduced appropriate safeguards needed to be put in place to ensure that those in greatest need were not inadvertently neglected.

The Board:-

- (a) noted the report;
- (b) agreed to the ongoing involvement of HSCP officers in work to develop the "Moving Forward Together" strategy; and
- (c) agreed to delegate authority to the Chief Officer to identify and appropriate member(s) to represent the IJB and HSCP on the Stakeholder Reference Group.

BUDGET UPDATE 2017/18 AND FINANCIAL PLANNING 2018/19 TO 2020/21

11. The Board considered a report by the Chief Financial Officer providing an update on the 2017/18 budget and the financial planning process for the period 2018/19 to 2020/21.

The report provided details of work being taken forward to deliver the agreed savings targets for 2017/18 and how any shortfalls would be met.

Thereafter the report provided details of a number of funding scenarios that had been modelled to identify the impact of a range of cost pressures and potential funding contributions to the IJB details of which were listed, and explained that forward financial planning would form an integral part of the Strategic Plan currently under development.

The report also referred to the budget setting processes of both the Council and NHSGGC it being noted that the NHS budget setting timetable would not allow for an agreed budget contribution to be known prior to the start of 2018/19. Therefore, as in previous years, a pragmatic approach would be taken with an agreed working assumption that budgets were likely to be on a flat cash basis.

The report also set out some of the areas of risk in relation to funding for current and future years, concluding that the 2018/19 budget settlement and budget setting process were expected to provide very significant challenges given the current financial outlook and that a transparent and timely process to agree budget contributions was needed.

Commenting on the report the Chief Financial Officer explained that it reflected the discussions that had already taken place at the seminar for IJB members held in September. She referred to the extremely challenging financial position facing the IJB and partners and that the Chair of the Chief Financial Officers Group had already written to the Scottish Government expressing concerns at the lack of protection for IJB funding.

Ms Monaghan referred to the financial challenges associated with the potential extension of free personal care to under 65s, and Living Wage and sleepover costs, commenting with regard to the latter that whilst digital solutions could assist in reducing sleepover costs, these should only be used where appropriate.

In reply, the Chief Financial Officer explained that the HSCP had responded to the consultation on the extension of free personal care and a copy of that could be shared with IJB members. Furthermore, she reminded the Board of the commitment to manage down sleepover costs. This was a slow process with some technological solutions being considered, but these would not be applied unilaterally.

Associated with this, Mrs Brimelow referred to the Fit for the Future Programme and sought clarification of whether or not the programme was on track. In reply, the Chief Officer explained that the programme had slipped by about 3 months but that efforts were being made to speed up implementation.

The Board noted:-

- (a) the current position in respect of the 2017/18 budget; and
- (b) the key issues and approach to planning for 2018/19 to 2020/21.

REVENUE BUDGET MONITORING REPORT

12. The Board considered a report by the Chief Financial Officer providing details of the projected outturn position of the 2017/18 revenue budget as at 13 October 2017.

In relation to the 2017/18 revenue budget it was reported that there was a provisional forecast overspend of £0.76 million (0.67%) against a full year budget of £112.9 million. Comment was made on the main projected variances, it being noted that at the early stage in the year these would be subject to change as the year progressed.

It was also reported that the 2017 pay award in respect of social care employees resulted in additional costs of £68k over and above the 1% provided for in the 2017/18 budget. Additional funding for this had now been provided and was included in the revised 2017/18 budget.

Referring to the actual overspend on prescribing of £113k as at July, the Chief Financial Officer referred to the current risk sharing arrangement across the Health Board and reported that a paper on prescribing costs was being submitted to a meeting of Chief Financial Officers.

In response to a question from Ms Monaghan on how the financial performance of hosted services were reported to individual HSCPs the Chief Officer explained that there were currently different approaches in use. A more consistent approach was needed and this was to be subject of further discussion between Chief Officers.

The Board noted:-

- (a) the projected outturn position for the 2017/18 revenue budget; and
- (b) the additional funding for social care employee costs.

APPOINTMENT OF STANDARDS OFFICER

13. The Board considered and approved a report by the Chief Officer regarding appointment of a Standards Officer.

The report explained the legal requirement for devolved public bodies, including IJBs, to have a Standards Officer. The Standards Commission had provided guidance on the duties and responsibilities of Standards Officers, details of which were listed.

The report also explained that once the IJB had agreed on its nomination, the Chief Officer had to notify the Standards Commission with certain details which were outlined in the report.

The report concluded by explaining that the Council's Democratic Services Manager had already been performing most of the duties associated with the role and proposing that he be nominated by the IJB.

Mrs Brimelow suggested that a short presentation on the Code of Conduct and its implications for Board members could be made at a future seminar for Board members following which the Board to nominate Eamonn Daly, East Renfrewshire Council Democratic Services Manager, as Standards Officer for the IJB.

Resolution to Exclude Press and Public

At this point in the meeting, on the motion of the Chair, the Board 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 items on the grounds that they involved the likely disclosure of exempt information as defined in Paragraph 1 of Part 1 of Schedule 7A to the Act.

FIT FOR THE FUTURE UPDATE AND NEXT STEPS

14. The Board considered a report by the Chief Officer providing an update on the *Fit for the Future* redesign programme, setting out the next steps in the process and seeking approval to take a report on the restructure of Heads of Service remits to East Renfrewshire Council and NHS GGC as appropriate.

The report referred to the background to the implementation of the *Fit for the Future* programme and provided an update in relation to each of the service reviews being carried out. Furthermore the report provided comprehensive information about the current roles and remits of the current Heads of Service outlining proposals for change, together with providing an indicative timetable for the changes to be implemented.

Following full discussion on the report and the proposals in relation to the Heads of Service, the Board agreed:-

- (a) to note the progress made to date by the *Fit for the Future* programme;
- (b) that a paper seeking approval for changes in the Heads of Service remits be submitted to East Renfrewshire Council and NHS GGC as appropriate; and
- (c) a further update report be submitted to the next meeting of the IJB.

DATE OF NEXT MEETING

15. It was reported that the next meeting of the Integration Joint Board would be held on Wednesday 14 February 2018 at 10.00 am in the Council Offices, Main Street, Barrhead.

CHAIR