



SOUTH LANARKSHIRE INTEGRATION JOINT BOARD (PERFORMANCE AND AUDIT) SUB-COMMITTEE

Minutes of the meeting held by Microsoft Teams on 21 November 2023

Chair:

Councillor Margaret B Walker, South Lanarkshire Council

Present:

NHS Lanarkshire Board (Voting Members)

Lesley McDonald (Depute) and Lesley Thomson, Non Executive Directors

South Lanarkshire Council (Voting Member)

Councillor Eileen Logan

Attending (Non-Voting):

Health and Social Care Partnership

S Sengupta, Chief Officer; M Moy, Section 95 Officer

NHS Lanarkshire

J Cringles, Business Support Manager; C Cunningham, Head of Performance and Commissioning; J Lyall, Chief Internal Auditor; C Rae, Head of Health and Social Care (Rutherglen/Cambuslang and East Kilbride)

South Lanarkshire Council

I Beattie, Head of Health and Social Care (Hamilton and Clydesdale); Y Douglas, Audit and Compliance Manager; G McCann, Head of Administration and Legal Services; L Purdie, Chief Social Work Officer; T Slater, Administration Adviser

Also Attending:

Audit Scotland

J Boyd, Audit Director; M Ferris, Senior Audit Manager

Apologies:

NHS Lanarkshire

Dr M Russell, Medical Director; L Thomson, Nurse Director

1 Declaration of Interests

No interests were declared.

2 Minutes of Previous Meeting

The minutes of the meeting of the South Lanarkshire Integration Joint Board (Performance and Audit) Sub-Committee held on 22 August 2023 were submitted for approval as a correct record.

The Sub-Committee decided: that the minutes be approved as a correct record.

3 Minutes of Special Meeting

The minutes of the special meeting of the South Lanarkshire Integration Joint Board (Performance and Audit) Sub-Committee held on 28 September 2023 were submitted for approval as a correct record.

The Sub-Committee decided: that the minutes be approved as a correct record.

4 Financial Monitoring 2023/2024

A report dated 30 October 2023 by the Director, Health and Social Care was submitted providing a summary of the financial position of the Health and Social Care Partnership (HSCP) for the period 1 April to 30 September 2023 in relation to Health Care Services and for the period 1 April to 6 October 2023 in relation to Social Work and Housing Services.

Information was provided on the updated Integration Joint Board (IJB) Financial Plan 2023/2024, updates to which had been approved by the IJB at a special meeting on 21 August 2023. At a further special meeting of the IJB on 18 October 2023, the recurring and non-recurring budget strategy to address the recurring Care at Home Service job evaluation costs was also approved.

As at October 2023, there was an overspend of £0.776 million (NHS Lanarkshire (NHSL) - £0.768 million; South Lanarkshire Council (SLC) - £0.008 million).

An update was provided on:-

- ◆ health care services in relation to:-
 - ◆ locality and other services
 - ◆ hosted services
 - ◆ the projected prescribing overspend and work to reduce the overspend
 - ◆ out of area services
- ◆ social care and housing services in relation to:-
 - ◆ residential, nursing and respite care services
 - ◆ care at home services
 - ◆ employee costs
- ◆ the notional set-aside budget
- ◆ a 2023/2024 budget update in relation to the local authority 2023/2024 pay award negotiations
- ◆ 2023/2024 Reserves
- ◆ the revised projected recurring funding gap for 2024/2025 of £32.345 million (SLC - £20.754 million; NHSL - £11.591 million), a reduction of £5.501 million from £37.846 million

Officers responded to members' questions in relation to:-

- ◆ the uncertainty and issues around prescribing and possible impact
- ◆ the work being undertaken to mitigate prescribing cost pressures

The Sub-Committee decided:

- (1) that the report be noted;
- (2) that, following approval of the recurring and non-recurring budget strategy on 18 October 2023, the revised recurring funding gap for 2024/2025 of £32.345 million (SLC - £20.754 million; NHSL - £11.591 million), a reduction of £5.501 million from £37.846 million, be noted;

- (3) that the projected prescribing overspend across Health Care Services be noted;
- (4) that the ongoing national local authority pay negotiations for 2023/2024 be noted; and
- (5) that the operational and financial impact of the ongoing significant demand and capacity challenges across the Health and Social Care system be noted.

[Reference: Minutes of the special Integration Joint Board of 21 August 2023 (Paragraph 2) and 18 October 2023 (Paragraph 2)]

5 Progress Report on Internal Audit Plan 2023/2024 and Agreed Actions

A report dated 29 October 2023 by the Director, Health and Social Care was submitted providing:-

- ◆ an update on progress with the delivery of the Internal Audit Plan for 2023/2024
- ◆ a summary of performance against the agreed actions to further develop the South Lanarkshire Integration Joint Board's (IJB's) governance framework

IJBs were required to establish an adequate and proportionate internal audit of the arrangements for risk management, governance and control of delegated resources. Internal Audit arrangements for the South Lanarkshire IJB were provided jointly by NHS Lanarkshire and South Lanarkshire Council.

The Internal Audit Plan 2023/2024 had been approved by the Sub-Committee at its meeting on 21 February 2023 and a summary of progress of audit activity was provided in Appendix 1 to the report.

Recommendations to further strengthen the IJB governance framework were made by the External Auditor and the Senior Management Team. Those developments contributed to the IJB's annual assessment of the governance arrangements.

On conclusion of the IJB External Audit for 2022/2023, 3 audit actions were agreed, with one SMT action highlighted. Progress on those actions was provided at appendices 2 and 3 of the report respectively.

The Sub-Committee decided: that the report and progress to date be noted.

[Reference: Minutes of 21 February 2023 (Paragraph 7)]

6 Risk Management Update

A report dated 13 October 2023 by the Director, Health and Social Care was submitted providing an update on the Integration Joint Board (IJB) Risk Register and associated partner risks.

The IJB was required to have an approved Risk Management Strategy and Risk Register in place which detailed the organisation's approach to risk and how it would identify and manage risks to mitigate against subsequent impact. Information was provided on the governance and oversight arrangements in place.

It was recognised that a number of risks continued to have a significant impact on the delivery of health and social care services and, therefore, impacted the IJB's ambitions outlined in the Strategic Commissioning Plan and associated commissioning intentions. A Risk workshop for Sub-Committee members was held on 22 August 2023 to allow members to review the Risk Register and Risk Management Strategy, taking into consideration the current challenges.

The revised Risk Register was attached as Appendix 1 to the report reflecting learning from the workshop, a number of national risks and including winter planning.

The Risk Management Strategy was also being reviewed and would be submitted to a future meeting of the Sub-Committee for consideration.

Officers responded to members' questions in relation to:-

- ◆ the inclusion of winter planning as a stand-alone item
- ◆ the inclusion of communication and engagement work as mitigating actions which would be incorporated in the next iteration of the Register

The Sub-Committee decided:

- (1) that the report be noted; and
- (2) that the revised IJB Risk Register be endorsed prior to submission to the IJB for approval.

[Reference: Minutes of 22 August 2023 (Paragraph 4)]

7 Performance Monitoring Report

A report dated 30 October 2023 by the Director, Health and Social Care was submitted providing a summary of performance against the key performance measures assigned to the Integration Joint Board (IJB) and the top 4 high level priorities identified within the Strategic Commissioning Plan.

The South Lanarkshire Integration Joint Board 2022/2023 Annual Audit Report made the following recommendation in relation to performance reporting:-

“In setting the IJBs strategic priorities, as outlined in the Strategic Commissioning Plan, there is an opportunity for the IJB to clearly define its target performance outcomes and monitor progress against these. Given the financial and operational pressures facing the IJB this will allow the organisation to clearly articulate its priorities and targeted outcomes and the extent to which these are achieved.”

In response to the recommendation, it was proposed that additional measures be reported to align with SCP priorities which would focus on the following top 4 priorities:-

- ◆ improving unscheduled care and optimising intermediate care
- ◆ greater emphasis on early intervention, prevention and inequalities
- ◆ addressing mental health and addictions
- ◆ supporting carers

A summary of performance was outlined in relation to the following areas, with more detailed analysis provided in the appendices to the report:-

- ◆ unscheduled care
- ◆ hospital occupancy and delayed discharge
- ◆ early intervention, prevention and inequalities
- ◆ mental health and addictions
- ◆ carers

Officers responded to members' questions in relation to:-

- ◆ the anticipated success of the Home First Service which had been performing well
- ◆ the impact of recruitment challenges on the continued development of the Home First approach
- ◆ the enhanced provision of end-of-life care within the community that was being provided by the Integrated Community Support Team (ICST)

The Director, Health and Social Care highlighted the national recognition the ICST had received winning the Integration Category at the Scottish Health Awards, together with awards and nominations for colleagues in other areas, as outlined in the report. Members extended their congratulations to all of the staff involved and recognised that those examples of excellence were reflective of the wider commitments of Health and Social Care Partnership teams and services to continuous quality improvement and innovation in the face of the significant challenges detailed within the IJB Risk Register.

The Director, Health and Social Care also gave an undertaking to provide an update on the impact of the Blantyre Life campus towards the end of the financial year, in conjunction with South Lanarkshire Council's Housing and Technical Resources.

The Sub-Committee decided:

- (1) that the revised Performance Monitoring Report be endorsed and submitted to the IJB for approval; and
- (2) that the current performance trends and service pressures be noted.

[Reference: Minutes of the 22 August 2023 (Paragraph 3)]

C Rae left the meeting during this item

8 Public Bodies Climate Change Duties

A report dated 5 October 2023 by the Director, Health and Social Care was submitted providing an overview of the Integration Joint Board (IJB) Statutory Climate Change Duties Report for 2022/2023.

Part 4 of the Climate Change (Scotland) Act 2009 placed duties on all public bodies in Scotland to reduce greenhouse gas emissions, adapt to a changing climate and act sustainably. The Climate Change (Duties of Public Bodies Reporting Requirements) (Scotland) Order 2015 required public bodies to prepare reports on compliance with Climate Change Duties.

Both South Lanarkshire Council and NHS Lanarkshire had robust reporting arrangements in place. Information was provided on the governance structure and sustainability responsibility of the IJB in appendices 1 and 2 to the report.

The Statutory Climate Change Duties report for 2022/2023 was attached as Appendix 3 to the report and was scheduled to be submitted to the Scottish Government on 30 November 2023

The Sub-Committee decided:

- (1) that the Statutory Climate Change Duties Report for 2022/2023 be approved and submitted to the IJB for noting; and
- (2) that any final changes to the report be delegated to the IJB Chief Officer to make prior to submission.

9 Any Other Competent Business

There were no other items of competent business.