



SOUTH LANARKSHIRE INTEGRATION JOINT BOARD

Minutes of meeting held via Microsoft Teams on 12 December 2023

Chair:

Lesley McDonald, Non Executive Director, NHS Lanarkshire Board

Present:

University Health and Social Care Partnership (Non-Voting)

S Sengupta, Chief Officer; M Moy, Chief Financial Officer

NHS Lanarkshire Board (Voting Members)

Ally Boyle, Non Executive Director (*substitute for Donald Reid*); Philip Couser, Non Executive Director; Brian Moore, Non Executive Director (*filling Non Executive Director vacancies*)

South Lanarkshire Council (Voting Members)

Councillors Elise Frame, Eileen Logan, Margaret B Walker (Depute)

Attending (Non-Voting):

NHS Lanarkshire

L Ace, Director of Finance; J Cringles, Business Support Manager; C Cunningham, Head of Commissioning and Performance; E Duguid, Communications Manager; P McCrossan, Director for Allied Health Professionals; J Park, Director of Acute Services; C Rae, Head of Health and Social Care (Rutherglen/Cambuslang and East Kilbride); Dr M Russell, Medical Director; L Thomson, Nurse Director

Partners

L Craig, Carers' Representative; B McIntyre, Health Service Trade Union Representative; Dr K McIntyre, GP Representative; M Moncrieff, South Lanarkshire Health and Social Care Forum; S Smellie, South Lanarkshire Council Trade Union Representative

South Lanarkshire Council

P Manning, Executive Director (Finance and Corporate Resources); I Beattie, Head of Health and Social Care (Hamilton and Clydesdale); G McCann, Head of Administration and Legal Services; L Purdie, Chief Social Work Officer; T Slater, Administration Adviser

Also Attending (Non Voting):

Audit Scotland

M Ferris, Senior Audit Manager

South Lanarkshire Council

Councillor Allan Falconer (observing only)

S Gibson, Executive Director (Housing and Technical Resources); L Brunton, Rapid Rehousing Transition Plan (RRTP) Co-ordinator; J Fernie, Homelessness and Housing Support Manager

Apologies:

South Lanarkshire Council

Councillor Maureen Chalmers

NHS Lanarkshire Board

Donald Reid, Non Executive Director

NHS Lanarkshire

J Gardner, Chief Executive; Dr C McDougall, Consultant Physician

South Lanarkshire Council

C Sneddon, Chief Executive

Partners

R Ormshaw, Scottish Care; S Sweeney, VASLan

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 held on 19 September 2023 were submitted for approval as a correct record.

The Board 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 held on 18 October 2023 were submitted for approval as a correct record.

The Board decided: that the minutes be approved as a correct record.

4 Minutes of the South Lanarkshire Integration Joint Board (Performance and Audit) Sub-Committee

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 noting.

The Board decided: that the minutes be noted.

5 Minutes of the Special South Lanarkshire Integration Joint Board (Performance and Audit) Sub-Committee

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 noting.

The Board decided: that the minutes be noted.

6 Planning for Winter 2023/2024

A report dated 21 November 2023 by the Director, Health and Social Care was submitted on the planning arrangements in place to ensure that health and social care services were prepared for winter 2023/2024.

Planning for winter 2023/2024 commenced in August 2023 and, as in previous years, was undertaken in accordance with national guidance and was a multi-agency approach. The plan was a dynamic document and was highly likely to be subject to change over the coming months. From a local resilience planning perspective, NHS Lanarkshire was undertaking work to take account of the increasingly likely eventuality of a number of concurrent risks aligning to create increased system pressure.

National guidance had been published on 24 October 2023 which set out the expectations for those areas that local winter plans would be expected to address.

Information was provided on the following work areas:-

- ◆ acute services/Unscheduled Care Winter Planning through Operation Flow 2
- ◆ discharge without delay
- ◆ social care provider sustainability
- ◆ General Practice and pharmacy opening
- ◆ General Practice sustainability
- ◆ Primary Care Out of Hours
- ◆ contingency arrangements for additional deaths
- ◆ Covid-19 and flu vaccine programme
- ◆ carers support
- ◆ staff wellbeing
- ◆ adverse weather
- ◆ concurrent resilience planning and risks
- ◆ communications

Information was also provided on:-

- ◆ the significant workforce challenges and the work being done to mitigate those
- ◆ the range of funding sources identified as being able to support planning for winter

Officers responded to members' questions in relation to:-

- ◆ the development of the frailty pathway and community-based urgent care arrangements
- ◆ the promotion and uptake of vaccinations
- ◆ the impact of recruitment challenges on winter planning
- ◆ communication and support to staff during adverse weather

The Director, Health and Social Care thanked everyone involved in the preparations for winter.

The Board decided:

- (1) that the planning arrangements, which had been put in place to ensure health and social care services were prepared for the winter months, and the associated costs, be noted;
- (2) that the potential need for additional support to mitigate the wider impacts of winter across all public services be noted; and
- (3) that the work ongoing with the Scottish Government to confirm the financial arrangements be noted.

7 South Lanarkshire Children's Services Plan 2023 to 2026 and Child Poverty Commitment 2023 to 2026

A report dated 27 November 2023 by the Director, Health and Social Care was submitted providing an update on the content of the South Lanarkshire Children's Services Plan 2023 to 2026 and the Child Poverty Commitment 2023 to 2026.

The Children and Young People (Scotland) Act 2014 required local authorities and linked health boards to prepare and publish a Children's Services Plan (CSP) every 3 years. The Child Poverty (Scotland) Act 2017 required local authorities and health boards to prepare Local Child Poverty Action Reports (LCPARs) as soon as reasonably practicable after the end of each CSP reporting cycle.

The CSP final report for 2020 to 2023 had been approved by South Lanarkshire Community Planning Partnership in September 2023 and was attached as Appendix 1 to the report. The new CSP 2023 to 2026 was attached as Appendix 2 to the report. The South Lanarkshire Child Poverty Commitment 2023 to 2026 was attached as Appendix 3 to the report.

Officers responded to members' questions in relation to:-

- ◆ performance measurement and reporting. The Chair undertook to give consideration to the most appropriate way of providing this information to members
- ◆ the pressure on mental health services for young people

The Director, Health and Social Care thanked everyone involved in this work.

The Board decided:

- (1) that the content of the South Lanarkshire Children's Services Plan 2023 to 2026 be noted;
- (2) that the final South Lanarkshire Children's Services Plan Report for 2020 to 2023 be noted; and
- (3) that the Child Poverty Commitment 2023 to 2026 be noted.

L Ace left the meeting during this item

8 South Lanarkshire Council's Strategic Housing Investment Plan 2024 to 2029

A joint report dated 1 December 2023 by the Executive Director (Housing and Technical Resources) and Director, Health and Social Care was submitted on South Lanarkshire Council's Strategic Housing Investment Plan (SHIP) 2024 to 2029, attached as Appendix 1 to the report.

The SHIP 2024 to 2029, which had been approved by the Council's Housing and Technical Resources Committee on 8 November 2023, was a rolling 5-year plan which identified affordable housing development priorities within the local authority area. It also guided the way in which Scottish Government funding and other resources were allocated to achieve current South Lanarkshire Local Housing Strategy (LHS) 2022 to 2027 outcomes. Local authorities were required to update the SHIP on an annual basis with sites added, removed or revised as appropriate.

The LHS 2022 to 2027, which had been approved at the Council's Executive Committee on 30 November 2022, highlighted a commitment by the Council and its partners to actively seek opportunities to develop housing across South Lanarkshire to meet housing need and support social and economic regeneration. The Executive Committee also approved a new affordable housing supply target for the Council, aimed at delivering an additional 1,300 homes by 31 March 2027. This would be delivered through a combination of new council homes and the acquisition of existing homes from the market, with the new sites set out within the SHIP.

As detailed in the report, a range of key considerations had been made as part of the development of this year's SHIP to ensure alignment with a range of Council priorities, which included town centre regeneration and appropriate provision of housing for those with particular needs.

Officers responded to members' questions on various aspects of the report, including:-

- ◆ the importance of communication
- ◆ homelessness challenges
- ◆ the role of Registered Social Landlords
- ◆ how outcomes could be demonstrated

It was agreed to circulate the undernoted reports to members for information:-

- ◆ Housing in Scotland: Current Context and Preparing for the Future – SOLACE Scotland
- ◆ Housing Scotland: Models of Housing with Care and Support – Scottish Federation of Housing Associations

The Board decided:

- (1) that the Council's Strategic Housing Investment Plan 2024 to 2029, attached as Appendix 1 to the report, be noted; and
- (2) that the key considerations made as part of the development of the Strategic Housing Investment Plan 2024 to 2029 be noted.

[Reference: Minutes of the South Lanarkshire Council Housing and Technical Resources Committee of 8 November 2023 (Paragraph 8) and the South Lanarkshire Council Executive Committee of 30 November 2023 (Paragraph 7)]

9 Rapid Rehousing Transition Plan (RRTP) Annual Review 2022/2023

A report dated 25 August 2023 by the Director, Health and Social Care was submitted on the South Lanarkshire Rapid Rehousing Transition Plan (RRTP) Annual Review 2022/2023.

Within South Lanarkshire, partnership working was well established between the Health and Social Care Partnership and housing sector. This was evidenced by the commitments within the Strategic Commissioning Plan, Local Housing Strategy and RRTP. All of those key strategies focused effort towards the following common priorities:-

- ◆ promoting suitable and sustainable housing
- ◆ contributing to homelessness prevention and reduction
- ◆ supporting people to remain in their own home and community

South Lanarkshire's RRTP 2019 to 2024 was developed in collaboration with a range of partners and stakeholders and was submitted to the Scottish Government in December 2018. In May 2019, the Scottish Government provided positive feedback, particularly on the partnership approach taken. However, the level of funding awarded was significantly less than anticipated and it was, therefore, necessary to revise a number of key strategic areas to focus on key priorities with other actions being set aside for future consideration.

The co-ordination and implementation of the RRTP was directed and monitored by the Homelessness Strategy Group which had representation from key partners including Health and Social Care. The Group was also responsible for overseeing the annual review of the RRTP, including evaluating progress against actions and measures, considering the appropriateness of actions and identifying priorities to be progressed during 2023/2024.

Information was provided on the current position and challenges in the context of national considerations.

The Council continued to deliver quality Homeless Prevention and Response Services, striving to prevent homelessness where possible.

L Brunton gave a presentation on the highlights of the Annual Review and the challenges and achievements in 2022/2023.

Officers responded to members' question in relation to:-

- ◆ those who were homeless, but had not registered
- ◆ the need for support from the Scottish Government
- ◆ plans for new build houses within rural areas and undertook to provide members with information on demand for housing in Stonehouse and Strathaven, and new build plans
- ◆ the importance of communication

The Board decided:

- (1) that the progress made in delivering the RRTP objectives be noted;
- (2) that the emerging challenges impacting on RRTP reported outcomes, alongside national comparative, be noted; and
- (3) that the priorities agreed by the Homelessness Strategy Group and the development of the final year RRTP action plan 2023/2024 be noted.

P McCrossan, B Moore, C Rae and S Smellie left the meeting during this item

10 Financial Monitoring 2023/2024

A report dated 22 November 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 31 October 2023 in relation to Health Care Services and for the period 1 April to 3 November 2023 in relation to Social Care and Housing Services.

As at October/November 2023, an overspend of £0.679 million was reported (NHS Lanarkshire (NHSL) - £0.679 million; South Lanarkshire Council (SLC) - breakeven). Analysis of the NHSL overspend showed:-

- ◆ a net overspend across Health Care Services of £2.101 million, which was mainly due to prescribing costs which was not being offset by other underspends. Work was being progressed to identify funding solutions for this
- ◆ an underspend across the Primary Care Improvement Fund of £1.422 million. Any underspend across the Primary Care Improvement Fund remaining at 31 March 2024 was required to be transferred to a ring-fenced reserve

Key financial highlights were outlined in the report, with further supporting information provided in appendices 1 to 4. This included:-

- ◆ the revised recurring funding gap for 2024/2025 which, following approval of the recurring and non-recurring budget strategy by the IJB at its meeting on 18 October 2023, was £32.345 million (SLC - £20.754 million; NHSL - £11.591 million, a reduction of £5.501 million)
- ◆ the projected 2023/2024 prescribing overspend, with work ongoing to achieve the prescribing savings target
- ◆ the operational and financial impact of the ongoing significant demand and capacity challenges across the Health and Social Care system

The Board decided:

- (1) that the report be noted;
- (2) that, following the 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) be noted, a reduction of £5.501 million from £37.846 million;
- (3) that the projected prescribing overspend across Health Care Services be noted; and
- (4) 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 18 October 2023 (Paragraph 2)]

11 Performance Monitoring Report

A report dated 20 November 2023 by the Director, Health and Social Care was submitted providing a summary of performance against the key measures assigned to the integration of Health and Social Care in South Lanarkshire and the top 4 Strategic Commissioning Plan (SCP) priorities.

Following a recommendation by Audit Scotland in the South Lanarkshire Integration Joint Board (IJB) Annual Audit Report 2022/2023, it was proposed that additional measures be reported which aligned to the SCP priorities. This would allow the IJB to clearly define its target performance outcomes and monitor progress against those. Whilst the SCP had 12 high level priorities, it was proposed to focus on the top 4 priorities as follows:-

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

It was highlighted that this would be an iterative process with further developments anticipated.

The proposals were endorsed by the IJB (Performance and Audit) Sub-Committee on 21 November 2023.

A summary of performance was outlined in the report, with more detailed analysis provided in appendices 1 to 6.

The Board decided:

- (1) that the revised format of the Performance Monitoring report, endorsed by the IJB (Performance and Audit) Sub-Committee, be approved; and
- (2) that the current performance trends and service pressures be noted.

[Reference: Minutes of 19 September 2023 (Paragraph 9) and Minutes of the South Lanarkshire Integration Joint Board (Performance and Audit) Sub-Committee of 21 November 2023 (Paragraph 7)]

12 Risk Management Update

A report dated 22 November 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 (SCP) and associated commissioning intentions. A Risk workshop for IJB (Performance and Audit) 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, which had been endorsed by the IJB (Performance and Audit) Sub-Committee on 21 November 2023, was attached as Appendix 1 to the report. The proposed risks within the revised Risk Register were as follows:-

- ◆ financial sustainability – very high
- ◆ workforce availability and capacity – very high
- ◆ winter pressures – very high
- ◆ failure to meet public protection and legislative requirements – high
- ◆ performance reporting did not capture performance across the whole health and social care system - high

Information was also provided on a number of national risks and the top risks of South Lanarkshire Council and NHS Lanarkshire which could have an impact on the IJB's overall aim of successfully delivering the intentions set out in the SCP.

The Risk Management Strategy was also being reviewed and would be submitted to a future meeting for consideration.

Officers responded to members' questions.

The Board decided: that the changes to the IJB Risk Register, endorsed by the IJB (Performance and Audit) Sub-Committee, be approved.

[Reference: Minutes of the South Lanarkshire Integration Joint Board (Performance and Audit) Sub-Committee of 21 November 2023 (Paragraph 6)]

13 Review of Scheme of Delegation

A report dated 21 November 2023 by the Director, Health and Social Care was submitted on the revised Scheme of Delegation to Officers, attached as Appendix 1 to the report.

The Public Bodies (Joint Working) (Integration Joint Board Establishment) (Scotland) Amendment (No. 2) Order 2015 came into force on 21 September 2015 and established the South Lanarkshire Integration Joint Board.

The Scheme of Delegation to Officers provided authority to deliver functions or take decisions on operational matters on behalf of the Integration Joint Board (IJB) whilst reserving decisions and responsibility for strategic oversight to the IJB.

A light-touch review had been undertaken and the revised Scheme of Delegation to Officers had been updated to reflect statutory changes and updates to both South Lanarkshire Council and NHS Lanarkshire's respective Schemes of Delegation.

The Chair referred to section 2.3 (a) and (b)(i) of the Scheme and proposed an amendment to reflect current practice, where consultation be undertaken with the Chair and Depute Chair of the IJB, and the Chief Executives and Directors of Finance of both South Lanarkshire Council and NHS Lanarkshire. The Board agreed to the proposal and that the Chair, Chief Officer and Standards Officer agree a form of wording.

The Chair advised the Board that this would be Geraldine McCann's last meeting of the Board as she was retiring. The Chair, on behalf of the Board, thanked Ms McCann for her contribution to the Board as Standards Officer and wished her well in her retirement.

The Board decided: that the revised Scheme of Delegation to Officers, attached as Appendix 1 to the report, be approved, subject to the proposed amendment by the Chair.

14 Public Bodies Climate Change Duties

A report dated 22 November 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 (SLC) and NHS Lanarkshire (NHSL) 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, attached as Appendix 3 to the report, had been submitted to the Scottish Government on behalf of the IJB by the Chief Officer and the IJB was asked to note the submission which had been endorsed by the IJB (Performance and Audit) Sub-Committee on 21 November 2023.

The Board decided: that the content of the Statutory Climate Change Duties Report for 2022/2023, which had been endorsed by the IJB (Performance and Audit) Sub-Committee on 21 November 2023, be noted.

[Reference: Minutes of 13 December 2022 (Paragraph 10)]

J Fernie and M Russell left the meeting during this item

15 Integration Joint Board Membership

A report dated 1 November 2023 by the Director, Health and Social Care was submitted advising of changes to the Integration Joint Board (IJB) membership.

Councillor Kirsty Williams had been confirmed by South Lanarkshire Council as a substitute voting member replacing Councillor Catherine McClymont.

Dr Lesley Thomson had stepped down from her position as Non Executive Director of NHS Lanarkshire Board and, therefore, as a voting member of the IJB. A replacement for Dr Thomson would be confirmed in due course.

Cleland Sneddon was retiring from his position as Chief Executive of South Lanarkshire Council and, therefore, as a non-voting member of the IJB and would be replaced by Paul Manning who would take up this position in January 2024.

The Board decided:

- (1) that the changes to the IJB membership, as detailed in the report, be noted;
- (2) that a note of thanks be recorded to Dr Lesley Thomson, Councillor Catherine McClymont and Cleland Sneddon for their contribution to the work of the IJB; and
- (3) to formally welcome Paul Manning as a non-voting member of the IJB.

16 Any Other Competent Business

Councillor Frame advised of her disappointment at the suitability of the venue being used for a public consultation event she had attended in relation to McClymont House.

The Director, Health and Social Care agreed that circumstances at the venue had been frustrating for all involved and that had been acknowledged at the event.

Chair's Closing Remarks

The Chair wished everyone a restful festive season, in particular paid and unpaid carers, who gave their time to make sure the most vulnerable in our communities were looked after 365 days of the year.