



## **SOUTH LANARKSHIRE INTEGRATION JOINT BOARD**

Minutes of meeting held via Microsoft Teams on 18 May 2021

### **Chair:**

Councillor John Bradley

### **Present:**

#### **Health and Social Care Partnership**

V de Souza, Director, Health and Social Care and Chief Officer; M Moy, Chief Financial Officer

#### **NHS Lanarkshire Board**

Lilian Macer, Non Executive Director; Lesley McDonald, Non Executive Director; Lesley Thomson, Non Executive Director

#### **South Lanarkshire Council**

Councillors Allan Falconer, Richard Lockhart, Jim McGuigan

### **Attending:**

#### **NHS Lanarkshire**

J Cringles, Business Support Manager; M Hayward, Head of Health and Social Care (Rutherglen/Cambuslang and East Kilbride); L Thomson, Nurse Director; P McCrossan, Director for Allied Health Professionals

### **Partners**

L Craig, Carers' Representative; R Craig, South Lanarkshire Health and Social Care Forum; Dr K McIntyre, GP Representative; S Smellie, South Lanarkshire Council Trade Union Representative; S Sweeney, VASLan; T Wilson, Health Service Trade Union

### **South Lanarkshire Council**

P Manning, Executive Director (Finance and Corporate Resources); I Beattie, Head of Health and Social Care (Hamilton and Clydesdale); C Brown, Planning and Performance Manager; E Devlin, Service Manager, Transitions; M Kane, Service Development Manager; G McCann, Head of Administration and Legal Services; J Mortimer, Project Governance Co-ordinator; L Purdie, Chief Social Work Officer; T Slater, Administration Adviser; M Tedford, Community Living Manager

### **Also Attending:**

#### **Audit Scotland**

S Lawton, Senior Auditor

#### **NHS Lanarkshire**

G Lindsay, Senior Manager, Health Promotion

#### **South Lanarkshire Council**

J Fernie, Homelessness and Housing Support Manager

#### **South Lanarkshire Leisure and Culture**

P Murphy, Development Services Manager

### **Apologies:**

#### **NHS Lanarkshire**

H Knox, Chief Executive; C Cunningham, Head of Commissioning and Performance

#### **South Lanarkshire Council**

C Sneddon, Chief Executive

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## **Chair's Opening Remarks**

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The Chair advised the Board that this would be Val de Souza's last meeting before her retirement.

The Chair, on behalf of the Board, thanked Ms de Souza for the significant contribution she had made and indicated that there would be an opportunity at the end of the meeting for anyone who wished to speak.

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## **1 Declaration of Interests**

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No interests were declared.

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## **2 Minutes of Previous Meeting**

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The minutes of the meeting of the South Lanarkshire Integration Joint Board held on 2 March 2021 were submitted for approval as a correct record.

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

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## **3 Minutes of Special Meeting**

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The minutes of the special meeting of the South Lanarkshire Integration Joint Board held on 29 March 2021 were submitted for approval as a correct record.

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

*Councillor Falconer and T Wilson entered the meeting following consideration of this item of business*

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## **4 Financial Monitoring 2020/2021**

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A report dated 10 May 2021 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 2020 to 31 March 2021 in relation to Health Care Services and Social Work and Housing Services.

A summary of the financial position as at 31 March 2021 was as follows:-

- ◆ an underspend of £5.116 million on core budgets within Health Care Services
- ◆ an underspend of £6.812 million in respect of the Primary Care Improvement Funding which would be transferred to a ring-fenced reserve
- ◆ an underspend of £2.230 million in respect of the Alcohol and Drug Partnership Funding which would be transferred to a ring-fenced reserve
- ◆ an underspend of £0.823 million on the core budgets within Social Care and Housing Services
- ◆ an underspend of £0.013 million on the core budgets within the Housing Revenue Account (HRA)
- ◆ Covid-19 funding totalling £31.329 million received from the Scottish Government in 2020/2021, of which £24.385 million had been incurred in 2020/2021 and £6.944 million would be transferred to a ring-fenced reserve to meet ongoing Covid-19 costs in 2021/2022
- ◆ additional funding of approximately £10.233 million had been received in 2020/2021, the planned commitments in respect of which would be incurred in 2021/2022

The reasons for major budget variances across the Health and Social Care Services budget, together with supporting information, was provided in Appendices 1 to 5 to the report.

The Integration Joint Board (IJB) Reserves Strategy for 2021/2022 was being developed in consultation with the Director of Finance, NHS Lanarkshire and the Executive Director (Finance and Corporate Resources), South Lanarkshire Council. The Strategy would be submitted to the IJB (Performance and Audit) Sub-Committee for approval at its meeting on 15 June 2021.

Following discussion on the authority delegated by the IJB to the Chief Officer to allow timely decisions to be taken during the response to the Covid-19 pandemic, Councillor Bradley, seconded by Councillor McGuigan, moved that the delegated authority remain in place. Lesley Thomson, seconded by Lesley McDonald, moved as an amendment that the delegated authority be removed.

On a vote being taken by roll call, members voted as follows:-

#### **Motion**

Councillor John Bradley, Councillor Richard Lockhart, Councillor Jim McGuigan

#### **Amendment**

Councillor Allan Falconer, Lilian Macer, Lesley McDonald, Lesley Thomson

3 members voted for the motion and 4 for the amendment which was declared carried.

#### **The Board decided:**

- (1) that the indicative 2020/2021 year-end outturn for the South Lanarkshire HSCP, as detailed in Section 4 of the report, be noted;
- (2) that, following consultation with the Director of Finance, NHS Lanarkshire and the Executive Director (Finance and Corporate Resources), South Lanarkshire Council, the IJB Reserves Strategy for 2021/2022 be submitted for approval to the IJB (Performance and Audit) Sub-Committee at its meeting on 15 June 2021; and
- (3) that the authority delegated by the IJB to the Chief Officer, in consultation with the Chair and Depute Chair of the IJB, or their nominated deputies as necessary, NHS Lanarkshire's Chief Accountable Officer and Director of Finance, and South Lanarkshire Council's Chief Executive and Executive Director (Finance and Corporate Resources), to allow timely decision to be taken during the response to the Covid-19 pandemic, be removed.

*[Reference: Minutes of special meeting of 30 March 2020 (Paragraph 2) and 2 March 2021 (Paragraph 4)]*

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## **5 Performance Monitoring Report**

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A report dated 26 April 2021 by the Director, Health and Social Care was submitted:-

- ◆ providing a summary of performance against the key performance measures assigned to the integration of Health and Social Care in South Lanarkshire
- ◆ highlighting the challenges faced by the Health and Social Care Partnership in the context of Covid safety restrictions and the resources which had been prioritised to address those challenges

An update against each of the 6 Ministerial Steering Group indicators was detailed in Appendix 1 to the report.

The data provided was for the period to January 2021, with 99% confidence in data completeness to December 2020, however, there was a lag period associated with 2 indicators,

unscheduled care admissions and unscheduled care bed days, and, therefore, admissions and beds days would increase.

In relation to unplanned admissions and Accident and Emergency attendances, information was provided on the significant work that had been undertaken over the last 14 months on managing Covid-19 patients outwith the hospital setting and establishing a Flow Navigation Centre. Appendix 2 to the report provided an overview of NHS Lanarkshire's Covid-19 Community Assessment Pathway.

Performance reporting continued across localities, with services and localities providing recovery trajectories, however, there were areas where clinical and non-clinical resources had been redeployed to support Covid-19 activity which might affect performance and the availability of some performance data.

There were still uncertainties concerning future demand and capacity. Complexities around reduced accommodation and restrictions on the numbers of people visiting facilities due to Covid-19 safety measures might also affect performance for services which required more face-to-face appointments. Work was underway to update trajectories for 2021/2022, which was challenging due to the ongoing uncertainty around demand for services.

**The Board decided:** that the report be noted.

*[Reference: Minutes of 2 March 2021 (Paragraph 5)]*

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## **6 South Lanarkshire Strategic Commissioning Plan 2019 to 2022 – Homelessness Directions**

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A report dated 20 April 2021 by the Director, Health and Social Care was submitted providing an update on the progress made in implementing the Homelessness Directions which had been added to the strategic intentions of the South Lanarkshire Strategic Commissioning Plan 2019 to 2022.

The South Lanarkshire Strategic Commissioning Plan contained 13 strategic priorities, 2 of which directly related to housing and homelessness, namely:-

- ◆ Preventing and Reducing Homelessness
- ◆ Suitable and Sustainable Housing

The Strategic Commissioning Plan, Local Housing Strategy 2019 to 2022 and Rapid Rehousing Transition Plan 2019 to 2024 had all been developed and implemented to ensure a clear alignment between priorities and outcome frameworks.

On 16 February 2021, the Homelessness Prevention Review Group had submitted a report to the Scottish Government which contained a number of recommendations, including the implementation of a prevention duty on wider public bodies such as Health and Social Care Partnerships to identify the housing circumstances of patients and, where necessary, work with partners to ensure patients were assisted into suitable housing to help prevent the risk of homelessness. This proposal had been accepted and was now enshrined in the Scottish Government's revised Ending Homelessness Together Action Plan. The well-established links between the strategic planning frameworks for Health and Social Care and Homelessness in South Lanarkshire would provide a solid basis to deliver current and future national and local priorities in relation to the prevention of homelessness.

Information was provided on the progress of the Directions relating to homelessness and the proposals for the implementation of Directions during 2021/2022.

**The Board decided:**

- (1) that the progress of the Directions relating to Homelessness be noted; and
- (2) that the proposals relating to the further development of the Directions during 2021/2022 be approved.

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## **7 Publication Scheme**

A report dated 22 April 2021 by the Director, Health and Social Care was submitted providing an update on the refreshed South Lanarkshire Integration Joint Board Publication Scheme 2021.

The Freedom of Information (Scotland) Act 2002 required Scottish public authorities to produce and maintain a Publication Scheme which outlined classes of information they routinely made available and advised the public on how to access. The refreshed South Lanarkshire Integration Board Publication Scheme 2021, which was monitored regularly, was attached as an appendix to the report.

**The Board decided:** that the South Lanarkshire Integration Joint Board Publication Scheme 2021 be approved.

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## **8 Integration Joint Board – Reappointment of Voting Members and Substitute Members**

A report dated 27 April 2021 by the Director, Health and Social Care was submitted on the reappointment to the South Lanarkshire Integration Joint Board (IJB) of 2 of the voting members and 1 substitute voting member from South Lanarkshire Council.

The approved Standing Orders for the IJB allowed for the appointment of voting members for a period of 3 years. The appointment of Councillors John Bradley and Richard Lockhart, South Lanarkshire Council and Councillor Richard Nelson, also South Lanarkshire Council, as voting members and a substitute voting member, respectively, on the IJB had been due to expire. South Lanarkshire Council had confirmed the reappointment of Councillors Bradley and Lockhart as voting members and Councillor Nelson as a substitute voting member on the IJB for a period of 3 years, or until the next Local Government elections, with effect from 2 March 2021.

**The Board decided:**

- (1) that confirmation of the reappointment of Councillors John Bradley and Richard Lockhart by South Lanarkshire Council as 2 of its voting members on the IJB be noted;
- (2) that confirmation of the reappointment of Councillor Richard Nelson by South Lanarkshire Council as a substitute voting member on the IJB be noted; and
- (3) that it be noted that the reappointments were for a period of 3 years or until the next Local Government elections, with effect from 2 March 2021.

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## **9 Summary of Updates**

A report dated 29 April 2021 by the Director, Health and Social Care was submitted on a number of recent national and local updates.

Summary of updates were provided on:-

- ◆ NHS in Scotland 2020 – Audit Scotland Report
- ◆ Citizens' Panel Mobilisation Recovery Report
- ◆ Chief Medical Officer Annual Report
- ◆ Near Me Evaluation
- ◆ Participation and Engagement Guidance
- ◆ Scottish Parliament Health and Sport Committee Legacy Report

**The Board decided:** that the report be noted.

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## **10 Development of Strategic Commissioning Plan 2022 to 2025**

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A report dated 23 April 2021 by the Director, Health and Social Care was submitted providing an update on the development of the Strategic Commissioning Plan (SCP) 2022 to 2025.

The Public Bodies (Joint Working) (Scotland) Act 2014 placed a duty on Health and Social Care Partnerships to develop and have in place an approved 3-year SCP detailing the strategic objectives of the Partnership.

In preparing and publishing the SCP, full engagement of stakeholders was required and new guidance entitled 'Planning with People' had been issued by the Scottish Government and COSLA setting out how members of the public could expect to be engaged by NHS Boards, IJBs and local authorities.

Information was provided on the work that the Strategic Commissioning Group would lead and oversee in developing the draft SCP, which would be presented to the IJB for approval in March 2022.

Following concerns raised by a member in relation to the engagement process, officers provided further information on the challenges and future work to be undertaken.

**The Board decided:** that the communication and engagement approach, project plan and timeline of activities to support the development of the Strategic Commissioning Plan 2022 to 2025 be noted.

*[Reference: Minutes of 25 March 2019 (Paragraph 2)]*

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## **11 Transformation and Service Improvement Programme**

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A report dated 22 April 2021 by the Director, Health and Social Care was submitted providing an update on the Transformation and Service Improvement Programme and the impact of Covid-19 in relation to the following services:-

- ◆ Care and Support Service Re-design
- ◆ South Lanarkshire's Care Facilities Modernisation Programme
- ◆ Mental Health Strategy
- ◆ Care at Home Service Improvement Programme
- ◆ Adult and Older People Day Services Review
- ◆ Equipment and Adaptations
- ◆ SWiSplus Replacement

The work supported the delivery of the Integration Joint Board's Strategic Commissioning Plan and continued to strengthen community-based supports.

The Programme endeavoured to put the people who used social care supports, their families and carers, and the people who worked in social care services at the centre of care. The recently published Independent Review of Adult Social Care was likely to influence the future work of this Programme.

Officers responded to a member's questions in relation to technology enabled homes and the Care at Home Service electronic scheduling system.

**The Board decided:** that the content of the report be noted.

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## **12 Care and Support Service Review and Re-design**

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A report dated 23 April 2021 by the Director, Health and Social Care was submitted advising of the progress of the Care and Support Service Review and Re-design. The Service Manager, Transitions also gave a presentation on the Review.

South Lanarkshire Health and Social Care Partnership provided a Care and Support Service to adults with a learning disability to enable them to live safely in their own homes in the community. The 'Same as You' national learning disability strategy was implemented during the period 2000 to 2012. The Care and Support Service arrangements had changed little since its inception in 2004.

The Review commenced in 2019 and, as part of good governance and transparency, a Review Group was established. The Group was led by the Head of Health and Social Care and included multi-disciplinary professional stakeholders, both internal and external.

All areas of the Service were within the scope of the Review, including but not limited to:-

- ◆ service user profiling including robust review and re-assessment of complexity of care needs, dependency levels, choices, preferences and natural relationships
- ◆ current and future requirements of the Service, business continuity and workforce planning, including staffing structure and Working Time Directive
- ◆ legal powers (Guardianship)
- ◆ mapping the housing support model in tandem with service users' care and support needs and costs
- ◆ the costs of the Service and an opportunity to release financial efficiencies

Information was provided on the challenges facing the Service around changing demographics and service user profiles, together with opportunities to enhance and make the Service safe, effective and person centred.

It was proposed that the next stage of the re-design process would be based around the following recommendations:-

- ◆ care planning required to be led by Self-Directed Support (SDS) principles
- ◆ support plans should be configured within the person's SDS budget to meet outcomes and not be service led
- ◆ the Service Specification should be updated
- ◆ further review was required of existing physical assets to potentially maximise and use void tenancies which could offer individuals the opportunity to live with peer groups and friends whilst maximising their independence
- ◆ work with Housing colleagues to work towards a Core and Cluster housing model
- ◆ complete reviews of those service users with specialist and/or complex care needs to support informed choices about how to best deliver their care requirements
- ◆ conclude Adults with Incapacity processes for relevant service users
- ◆ consult on a review of shift patterns
- ◆ introduce assisted technology proportionately to support care requirements

It was anticipated that it would take 3 years to fully implement the recommendations and this would be completed in 2 phases. Further consultation and engagement with service users and stakeholders would be undertaken in relation to the recommendations.

Officers responded to members' questions.

**The Board decided:**

- (1) that the findings of the Care and Support Service Review and Re-design be noted; and
- (2) that the next phase of the development of the Care and Support Service Review and Re-design process be approved.

*S Sweeney left the meeting following consideration of this item of business*

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### **13 Care Facilities**

The Service Manager, Transitions gave a presentation on 'Investing to Modernise Care Facilities', providing information on the work that had been undertaken to develop the new state of the art Health and Social Care Hub in Blantyre. The Hub would have 20 transitional beds for adults and older people, a centre of excellence, a community-facing hub featuring a café and demonstration site and 20 technology enabled homes for adults and older people.

More detailed information was provided on:-

- ◆ the consultation, engagement and approval process
- ◆ the impact of the Covid-19 pandemic on the development
- ◆ the services that would be available in the technology enabled homes within the Hub
- ◆ specific areas of the care facility, including a rehab gym, café, student accommodation, lecture theatre and meeting rooms and visiting services and interview rooms
- ◆ anticipated dates for completion of the development
- ◆ the number of people supported since April 2020 through the intermediate care model within McWhirter House
- ◆ work that had been undertaken with carers and the third sector
- ◆ social prescribing activity
- ◆ work undertaken with the Science Centre in relation to the design of the Technology Zone
- ◆ community regeneration work

**The Board decided:** that the presentation be noted.

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### **14 Carer's Fund – Increase to Establishment**

A report dated 27 April 2021 by the Director, Health and Social Care was submitted on a proposal to increase assessment and care management capacity using Carer's Fund monies and thereby supporting the implementation of the Carers (Scotland) Act 2016.

The Health and Social Care Partnership's transformation workstreams had identified the need to focus and develop the assessment and care management capacity to ensure that statutory and regulatory duties were being met and that effective and personalised models of care were in place. These transformation workstreams such as Day Care and Care at Home provided interventions that supported carers as well as the supported person.

The Assessment and Care Management teams required an appropriate skill mix to meet those statutory responsibilities and deal with the volume of activity. From engagement with carers, it was evident that significant frustration related to timescales for accessing supports and the systems supporting this. Therefore, additional capacity was proposed to address this issue. It



was proposed that 16 full-time equivalent posts of Social Work Assistant (Assessment and Review) on Grade 2, Level 4, SCP 55-57 (£29,253 to £30,147) be added to the establishment.

The costs of the proposals would be met from 2021/2022 funding, totalling £1.595 million, from the Scottish Government to support the implementation of the Carers (Scotland) Act 2016.

**The Board decided:** that the changes to the establishment, as detailed in Section 4 of the report, be approved.

*T Wilson left the meeting during consideration of this item of business*

*Councillor McGuigan left the meeting following consideration of this item of business*

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## **15 Update on a Range of Early Intervention and Prevention Physical Activity Programmes Delivered in Partnership with South Lanarkshire Leisure and Culture**

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A report dated 22 April 2021 by the Health Improvement Lead, South Lanarkshire Health and Social Care Partnership and Development Services Manager, South Lanarkshire Leisure and Culture was submitted on the current programmes that supported health and wellbeing, delivered in partnership with South Lanarkshire Leisure and Culture (SLLC).

The Health and Social Care Partnership (HSCP) had worked in partnership with SLLC over many years to develop, deliver and evaluate health improvement and physical activity interventions across the whole lifespan for people in our communities. Those programmes had been held in high regard nationally and had helped to inform the development of draft Physical Activity Referral Standards this year as a guide for those involved in physical activity referral.

The HSCP had continued to demonstrate the impact of those programmes and worked with others to expand and add value by responding to locally identified need or local priorities.

Information was provided on:-

- ◆ the programmes and their uptake
- ◆ the funding required to sustain future delivery and the shortfall in funding

Although it was recognised that a request for recurring funding could not be made to the Integration Joint Board (IJB) at this time, the Board was requested to note the following:-

- ◆ the IJB Medium to Long-term Financial Plan was being updated in consultation with the HSCP Senior Management Team and would be reported to a future meeting of the IJB (Performance and Audit) Sub-Committee
- ◆ the Scottish Government financial settlement for 2022/2023 was not likely to be announced until the end of January 2022
- ◆ this request was being considered alongside other requests and Strategic Commissioning Plan priorities to inform the proposed IJB Financial Plan 2022/2023, pending confirmation of the total financial envelope available, both recurring and non-recurring

**The Board decided:**

- (1) that the existing range of evaluated programmes and their contribution to the health and wellbeing of the South Lanarkshire population be noted; and
- (2) that the budget outlined to ensure sustainability of the existing programmes and the developments planned to meet an increasing need following the Covid-19 pandemic be noted.

*P McCrossan and L Findlay left the meeting during consideration of this item of business*

*G Lindsay and P Murphy left the meeting following consideration of this item of business*

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## 16 Staff Wellbeing

A report dated 27 April 2021 by the Director, Health and Social Care was submitted providing an update on developments to support staff wellbeing.

The impetus to support and care for staff wellbeing had been triggered by the Covid-19 pandemic, with national networks established to support the wellbeing agenda. The National Workforce Wellbeing Champions Network was established in 2020 with a representative Champion from South Lanarkshire Health and Social Care Partnership. The focus of the Network was to:-

- ◆ support and focus on connectivity across the full Health and Social Care workforce, including private and third sector workers
- ◆ share intelligence, experience of staff, activity and measurement, and lessons learned
- ◆ afford the opportunity to inform and influence national policy in this area

Information was provided on the progress of work undertaken to date and examples of wellbeing in action.

**The Board decided:** that the content of the report be noted.

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## 17 Whistleblowing Standards Update

Lesley McDonald, Non Executive Director, NHS Lanarkshire Board and Whistleblowing Champion provided a verbal update to the Board on Whistleblowing Standards within NHS Lanarkshire.

This was about providing a route where employees felt safe about speaking up about an act or omission which could cause harm, with the focus on delivering a safe and effective NHS Service. The importance of the Health and Social Care Partnership and the Integration Joint Board promoting a culture where employees felt comfortable raising concerns about NHS Services was highlighted. It was further highlighted that this included South Lanarkshire Council employees who were part of the Health and Social Care Partnership.

**The Board decided:** to note the update.

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## 18 Any Other Competent Business

Councillor Falconer proposed that meetings of the South Lanarkshire Integration Joint Board be recorded, similar to South Lanarkshire Council meetings in the spirit of openness and transparency.

The Director, Health and Social Care advised that a report would be submitted to a future meeting of the Integration Joint Board to consider this.

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## Closing Remarks

The Chair and members of the Board wished Val de Souza, Director, Health and Social Care well in her retirement and thanked her for her services to the South Lanarkshire Integration Joint Board.

Ms de Souza responded in suitable terms.