

## Minute of Performance and Audit Committee Meeting

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**Date:** Friday 1<sup>st</sup> March 2019

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**Time:** 9.30am

**Place:** Elgin House Meeting Room, Ailsa Hospital, Ayr

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### **Present**

Councillor Brian McGinley (Chair)

Lesley Bowie

Councillor Julie Dettbarn

Linda Semple

Hugh Millar, Representative Member – NHS Public Involvement Network

### **In Attendance**

Tim Eltringham, Chief Officer & Director of Health and Social Care

Laura Miller, Chief Internal Auditor

Rob Whiteford, Chief Finance Officer

Bill Gray, Senior Manager - Planning & Performance

Carol Fisher, Senior Manager, Adult Mental Health and Learning Disability

Laura Conaghan, Administration Assistant

### **Councillor Brian McGinley in the Chair.**

#### **1. Declarations of Interest**

Ms Semple requested that a permanent declaration be made that she is a Non-Executive Director of the Golden Jubilee Foundation Board.

There were no further Declarations of Interest by Members of the Committee in terms of Standing Order No. 7, the Standards in Public Life – Code of Conduct for Members of Devolved Public Bodies.

#### **2. Minute of Previous Meeting**

The minute of the meeting held on 18 December 2018 ([previously circulated](#)) was approved by the Committee.

#### **3. Matters Arising**

A paper was submitted ([previously circulated](#)) updating Members of the Committee on matters arising from previous meetings of the Performance and Audit Committee and the following was noted:

Timetable to be prepared for the production of locality based financial information – Financial Manager post closes today and interviews will take place in due course. Confirmed that spend on this post would not be seen until the new financial year.

Audit Scotland report on the Progress of Implementing Self-Directed Support (SDS) – An update report will be submitted to the Committee in 12 months' time.

HSCP Commissioning Activity – A progress report will be submitted to the Integration Joint Board providing an update on the ongoing review of the service and the potential for part of the Team to move to South Ayrshire Council's Procurement Service.

Workshop on Performance Information – Mr Gray confirmed that log-ins to the Pentana Performance Management System have now been issued to Committee Members.

Budget Monitoring Report 2017-18 – The Chief Finance Officer noted that a briefing on the Integrated Budget will be given prior to the Integration Joint Board on Wednesday 13<sup>th</sup> March 2019 and that this will include information on the set aside and lead partnership budgets.

South Ayrshire Health and Social Care Partnership Performance Report – Mr Gray noted that ongoing work is underway to focus more detailed information on specific service areas.

The Chair requested that Self-Directed Support remain an area of development that the Performance & Audit Committee will review throughout the year. Mr Gray confirmed that there will be significant work carried out in relation to changing the approach to Self-Directed Support over the next 12 months and that progress update reports on this will be submitted to the Committee.

#### 4. Annual Audit Report 2017-18

A letter was submitted ([previously circulated](#)) from the Controller of Audit highlighting points of interest arising from the Integration Joint Board Annual Audit Report for 2017-18.

Mr Gray highlighted that there are three main points of interest that have been highlighted by Audit Scotland. These are: (1) the difficult financial position facing the Integration Joint Board and the fact there is no long term strategy in place to combat this; (2), the lack of movement in the set aside budget; and (3) the late setting of the NHS Board's budget for 2017-18 which was not agreed until after the start of the financial year meaning that the funding available to the IJB from this source was not known after the financial year had started.

The Senior Manager – Planning & Performance highlighted that there is work ongoing within the Budget Working Group to reduce the funding gap for 2019-20. It was highlighted to the Committee that the Chief Finance Officer will be giving a presentation to all Integration Joint Board Members directly prior to the Board meeting taking place on 13th March 2019. The Chief Finance Officer also confirmed that the Finance Officer post will be filled and should assist with focused work on the set aside and lead partnership budgets. The Chief Finance Officer confirmed that the NHS Board is intending to agree its budget for 2019-20 before the end of March 2019 and

as a consequence of this the Integration Joint Board may be able to set and approve its own budget in April 2019.

The Chair requested that the response to this letter is recorded and that progress made on the issues raised is monitored and reported to the Committee at regular intervals.

Mr Millar highlighted that at the Integration Joint Board meeting on 13th February 2019, Board Members had had some difficulty comprehending the responsibilities of the Board for certain services. Mr Millar asked if the Board was now not meeting its statutory responsibilities by reducing the number of available care home places. The Director of Health and Social Care confirmed that it is the responsibility of the Board to work within the resources that it has available, however, it would also be unable to leave residents of South Ayrshire with social care needs at risk and for this reason. The Director of Health and Social Care confirmed that South Ayrshire Council has agreed to fund the 2018-19 deficit subject to external mediation between the NHS Board and the Council regarding the amount each Partner should contribute to this. Mr Millar acknowledged this, but stated that the budget does not reflect the rising demand on services and suggested that potential service demand should be reviewed for the next 3 years and advice sought regarding how this could be funded. The Director of Health and Social Care confirmed that conversations are ongoing regarding the responsibility for funding elements of Children's Services. The Director noted that there are issues for Partnerships throughout Scotland due to the current budget pressures.

The Chair noted that there is a need for work to be done to review and further develop the Integration Scheme as it currently does not give clear direction and, as such, is not fit for purpose.

The Director of Health and Social Care stated that the Integration Joint Board must show that it has used the resources available to it to the best of its ability and has provided Best Value in this regard. Mr Eltringham advised that Billy McClean, Head of Community Health & Care Services and Jim Lyon, Interim Chief Social Work Officer, are currently reviewing policies and procedures on the effective management of resources and that this will be an ongoing task.

Mr Millar requested information regarding flexibility within the budget. Mr Eltringham advised that this would be included in the Budget Briefing prior to the next Integration Joint Board meeting.

The Chair suggested that the Committee review certain service areas moving forward to allow it to consider potential money saving proposals to present to Partners. This could also potentially assist with clarifying the future responsibility of each of the Parties for funding elements of integrated service delivery.

**After considerable discussion, the Committee agreed to note the letter from the Controller of Audit, to receive further progress reports on the issues raised and to refer the letter and the Committee's deliberations to the IJB for consideration.**

## 5. South Ayrshire Integration Joint Board Audit

A report was submitted ([previously circulated](#)) ([previously circulated](#)) providing the audit planning report for 2019-20.

The Committee was advised that due to other commitments, a representative of Deloitte was unable to attend the meeting.

The Chief Finance Officer noted that page 3 of the report sets out the dimensions of the audit for the upcoming year and these are decided in conjunction with Laura Miller, Chief Internal Auditor. The Chief Finance Officer highlighted page 26 of the Planning Report to Committee Members and stated that the financial statements for 2017/18 show an addition income of £1,279k, however, this should actually be shown as an additional budget. This will be rectified and changed on the annual audited accounts for 2017/18. The Chief Finance Officer stressed that this does not impact on the Integration Joint Board's stated financial position for the year in any way.

**The Performance & Audit Committee agreed that these reports should be submitted to the Integration Joint Board for consideration. It was also agreed that Messrs Deloitte be asked to be present at the Board meeting to present the report and to answer any questions.**

## 6. Ministerial Strategic Group for Health and Community Care

A report was submitted (previously circulated) regarding the progress report published in February 2019 from the Ministerial Strategic Group for Health and Community Care on the review of Integration of Health and Social Care.

The Director explained that in 2018 the previous Cabinet Secretary had established a joint working approach to Integrated Partnerships establishing the Ministerial Strategic Group for Health and Community Care. It was noted that the report published in February 2019, which reviewed the progress made to date on the integration of Health and Social Care in Scotland, also includes proposals on how integrated services should be reviewed. The Director noted that the covering report highlights the work that has been done to date locally against each of the suggested areas of review.

Mr Gray advised that there are six main themes highlighted in the report and that these are: 1) collaborative leadership and building relationships; 2) integrated finances and financial planning; 3) effective strategic planning for improvement; 4) governance and accountability arrangements; 5) ability and willingness to share information; and 6) meaningful and sustained engagement.

Mr Gray asked that the Committee consider the report and the local progress made to date and to agree that the MSG report and the covering report from the Director of Health and Social Care be submitted to the Integration Joint Board for consideration, together with any views articulated by the Committee on its contents.

In terms of each of the six areas of focus the following was discussed:

## **Collaborative Leadership and Building Relationships**

Mr Gray confirmed that it would be recommended that three-way meetings held between the Integration Joint Board and the two Parties to the Integration Scheme would continue going forward. Mr Gray also highlighted that the Partnership had worked jointly with VASA to create South Ayrshire Life. It was noted that Partnership Teams hold Provider Forums on a regular basis and this allows for collaborative relationships to develop effectively with the Third and independent Sectors.

## **Integrated Finances and Financial Planning**

The Chief Finance Officer confirmed that work with the Board is required to have a better understanding of the set aside and lead partnership budgets and recharges, and that this work will start at the briefing immediately prior to the next Integration Joint Board Meeting. It was noted that the NHS Board is planning to have its Budget approved before 31st March 2019, ensuring that the Integration Joint Board will be able to set its budget early in 2019-20. The Chief Finance Officer confirmed that interviews for the post of Financial Planning Manager will take place in the near future.

## **Effective Strategic Planning for Improvement**

Mr Gray noted that the Board previously requested further clarity on its commissioning responsibilities. Mr Gray stated that work is ongoing to review the Integration Joint Board's Strategic Plan and an updated report will be provided at the next Board meeting.

## **Governance and Accountability Arrangements**

Mr Gray advised, as stated previously, work is required on the Integration Scheme to clarify the Board's functions and responsibilities. The Chief Officer stated that a Clinical Care and Governance Officers Group has been created and is chaired by Rosemary Robertson, Nursing Advisor. This Group will advise the Health and Care Governance Committee chaired by Councillor Hunter. These arrangements will be reviewed and an update report will be submitted to the Committee later in the year.

## **Accountability and Willingness to Share Information**

The Senior Manager – Planning and Performance stated that various Annual Performance Reports are being reviewed and will be produced in a different format with the intention of making them more engaging for the reader. Mr Gray confirmed that there is evidence of good progress locally in a number of areas and that more needs to be done to share good news stories. Mr Gray confirmed that a bulletin will be issued to all stakeholders, including Board and Committee Members, to update them on progress locally.

## **Meaningful and Sustained Engagement**

Mr Gray highlighted that work remains ongoing with Third Sector and Independent Sector Providers through the Provider Forums. The Partnership continues to work closely with the Champions Board, which was established to provide a voice for looked after children and young people.

The discussion mirrored that which had taken place on the earlier item on the 2017-18 Audit with similar views being expressed on potential areas for improvement. The Committee also agreed that the report could potentially serve as a blueprint to drive improvement activity locally. The Committee again stressed the need for regular updates on progress to be provided.

The Chair highlighted that it is essential for the Integration Joint Board to seek clarity regarding commissioning activity and its strategic role. Ms Bowie stated that the report had reminded Committee Members of the considerable progress that has been made locally since the creation of the IJB and the Partnership and that this can be also easily be forgotten given current pressures.

Ms Semple highlighted that the report presents a number of proposals, however, it does not give any information on how to implement these. The Chief Officer noted that the three-way meetings will potentially serve as a vehicle that can be used to take forward a joint understanding of the developing agenda locally.

The Chair emphasised the importance of highlighting the significant work being done by teams locally. The Director highlighted that work is going to complete a narrative report on what work has been done.

**The Committee agreed to (1) note the contents of the MSG report; (2) give advice to the IJB on how the issues identified should be taken forward in South Ayrshire and the timescales for this, in conjunction with the Parties to the Integration Scheme and other partners; and (3) to receive an update report on the progress made as at 30th September 2019.**

## **7. Update on the 2018-21 Strategic Plan**

A report was submitted ([previously circulated](#)) providing an update on the progress made on the delivery of the Strategic Plan Implementation Plan.

Mr Gray gave the Committee a brief overview of the report and noted that this was the first update given to the Committee following the agreement of the Strategic Plan and Implementation Plan at the Integration Joint Board meeting on 27<sup>th</sup> June 2018.

Mr Gray stated that the majority of the actions set out are on target and with only a few outstanding, however, there is ongoing work to achieve delivery in full. The Director noted that there is an outstanding action in relation to developing a new TEC Strategy

and stated that this should be removed as the responsibility for this team no longer sits with the Health and Social Care Partnership.

Mr Gray suggested that the Champions Board is invited to a future briefing session to give the Board an overview of its progress and ongoing work. The Committee was in agreement with this. Mr Gray noted that work is ongoing to progress the implementation of the Adults Carers Strategy and the ADP Strategy and updated progress reports will be submitted to a future Committee meeting.

The Senior Manager – Planning and Performance advised that In-Control had been commissioned by the Partnership to carry out an audit on the current approach to the implementation of SDS. From this audit, an action plan was agreed that included recommendations on how SDS is promoted and how new ways of working with stakeholders would be developed. Mr Gray confirmed that the focus going forward in the next year will be on the development of a Resource Allocation System.

Mr Gray noted that work is continuing with Housing and others to develop new Core and cluster Housing Developments the first of which will be in Girvan. Benefits of this will be to better meet the needs of individual service users and to reduce the number of costly one to one sleepovers. Further core and cluster developments in Ayr should come on stream during 2020-21.

**The Committee agreed to note the contents of this report.**

## 8. Dementia Strategy Update Report

A report was submitted ([previously circulated](#)) providing an update on the implementation of the approved South Ayrshire Dementia Strategy.

The Chair introduced Carol Fisher, Senior Manager of Mental Health and Learning Disability Services to the Committee.

Ms Fisher explained that the Dementia Strategy 2018-2023 was approved by the Integration Joint Board at its meeting on 12<sup>th</sup> September 2018. Ms Fisher added that this strategy was created in line with the national plan and was set within the context of the Integration Joint Board Strategic Plan. Ms Fisher stated that the implementation of the strategy is progressing well and noted of the 34 objectives set out in the plan, 1 has been completed in full with 33 currently on target. Ms Fisher advised that the Partnership and Trading Standards are working together to develop a robust referral process.

Ms Semple queried if there is a risk to the delivery of this plan. Ms Fisher noted that there is ongoing work in relation to the workforce in the Elderly Mental Health Team, which has included the development of a Senior Nurse Practitioner post. It was noted if this post is not created that there would have been a risk to delivery in some areas. The Director noted that it is easy to forget the work that is done every day that makes a real difference and which is not always seen. Ms Fisher highlighted that there is work

ongoing with M&S and other shops to proactively ensure that they portray a dementia friendly environment.

**The Committee agreed to note the contents of this report.**

## **9. Any Other Business**

Mr Millar highlighted the shortage of GPs in the area and the fact that waiting times are increasing. Mr Millar asked if there is anyway of repeat prescriptions being removed from GPs and given instead to Pharmacists. The Director assured Mr Millar that there is work ongoing regarding this matter as part of the implementation of the new GMS contract. The Director will confirm when there will be an update report on this to be submitted to the Committee.

As there were no further matters to discuss, the meeting closed at 11.25am.

## **10. Date of Next Meeting**

The next meeting will be held on Friday 7<sup>th</sup> June 2019 at Elgin House, Partnership Headquarters, Ailsa Hospital, Dalmellington Road, Ayr, KA6 6AB.