



North Ayrshire Health and Social Care Partnership

**Minute of Integration Joint Board meeting held on
Thursday 19 December 2019 at 10.00 a.m.**

Present

Councillor Robert Foster, North Ayrshire Council (Chair)
Councillor Timothy Billings, North Ayrshire Council
Adrian Carragher, NHS Ayrshire and Arran
Councillor Anthea Dickson, North Ayrshire Council
Jean Ford, NHS Ayrshire and Arran
John Rainey, NHS Ayrshire and Arran
Councillor John Sweeney, North Ayrshire Council

Stephen Brown, Director of Health and Social Care Partnership
Caroline Cameron, Chief Finance and Transformation Officer
Dr Paul Kerr, Clinical Director
David MacRitchie, Chief Social Work Officer
Alistair Reid, Lead Allied Health Professional Adviser
Dr. Louise Wilson, GP Representative

David Donaghey, Staff Representative (NHS Ayrshire and Arran)
Louise McDaid, Staff Representative (North Ayrshire Council)
Graham Searle, Carers Representative (Depute for Marie McWaters)
Nigel Wanless, Independent Sector Representative
Val Allen, Independent Sector Representative
Vicki Yuill, Third Sector Representative

In Attendance

Alison Sutherland, Head of Service (Children, Families and Criminal Justice)
Lauren Cameron, Policy Officer
Michelle Sutherland, Partnership Facilitator
Eleanor Currie, Principal Manager (Finance)
Pam Milliken, Head of Primary Care
Vicki Campbell, Strategic Programme Manager (Primary Care Transformation)
Chris Black, General Practitioner
Helen McArthur, Principal Manager (Health and Community Care Services)
Angela Little, Committee Services Officer

Apologies for Absence

Bob Martin, NHS Ayrshire and Arran (Vice-Chair)
David Thomson, Associate Nurse Director/IJB Lead Nurse
Marie McWaters, Carers Representative

1. Apologies

Apologies were noted.

2. Declarations of Interest

In terms of Standing Order 7.2 and Section 5.14 of the Code of Conduct for Members of Devolved Public Bodies, Nigel Wanless, Independent Sector Representative and Care Home Provider, declared an interest in Agenda Item 7 - UK Care Home Industry.

3. Minutes/Action Note

The accuracy of the Minutes of the meeting held on 21 November 2019 were confirmed and the Minutes signed in accordance with Paragraph 7 (1) of Schedule 7 of the Local Government (Scotland) Act 1973.

3.1 Matters Arising

The Board noted that all matters are on track for completion by the appropriate timescales.

4. Director's Report

Submitted report by Stephen Brown, Director (NAHSCP) on developments within the North Ayrshire Health and Social Care Partnership.

The report provided an update on the following areas:-

- The submission of the annual Climate Change report to the Scottish Government in November;
- The Chief Executives and Chief Officers Integration Event hosted by the Scottish Government in November;
- The publication of an Advice Note by the Standard Commission providing an overview of IJB Members responsibilities under the ethical standards framework;
- The terrific achievement by Lynn Robertson in achieving a First Class Honours Degree in Social Work;
- Kindness Boxes that will be delivered by the Carers Team during the festive period;
- The retirement of two members of the Mental Health Team;
- The publication of the Mental Welfare Commission for Scotland's reports on its visits to NHS hospital wards and units and an announced visit to Woodlands View that took place in September; and
- The relocation of Largs Police Office to Brooksby Medical and Resource Centre, Largs.

Members were advised that an update would be provided to the February meeting on the response submitted to the Mental Welfare Commission for Scotland on their report and recommendations following their announced visit to Woodland View.

Noted.

5. Financial Monitoring Report: Period 8

Submitted report by Caroline Cameron, Chief Finance and Transformation Officer on the financial position of the North Ayrshire Health and Social Care Partnership, including commitments against the available resource, explanations for the main budget variances, an update on progress in terms of savings delivery and actions required to work towards financial balance.

Appendix A to the report provided the financial overview of the partnership position, with detailed analysis provided in Appendix B. An overview of the savings plan was provided at Appendix C. Appendix D outlined the previously approved financial recovery plan and further actions to bring overall service delivery back into line with the available resource. The movement in the overall budget position for the partnership was detailed at Appendix E. Appendix F provided a report by CIPFA on the Financial Performance of all Integration Authorities that was submitted to the Scottish Government.

Members asked questions and were provided with further information in relation to:-

- Work that is continuing to resolve an ongoing contractual issue with a commissioned provider;
- A Foster Parent recruitment campaign that will be launched in January and a range of advertising that will take place throughout the year
- A reduction from East Ayrshire for beds in Woodland view and discussions that will take place about future usage;
- Reviews to reduce purchased care and that the budget process would consider the split between purchased care and in-house service;
- Significant transformation that has taken place in several service areas and work that continues in transformation throughout the partnership;
- That differing terms and conditions of staff in the Council and NHS can hamper transformation and have been raised at a national level.

Noted.

6. Children's Services Plan Performance Report 2017-2019

Submitted report by Lauren Cameron, Policy Officer on the annual report on performance and progress against the Children's Services Plan. The Annual Performance Report was attached at Appendix 1 to the report and outlined key achievements.

Members asked questions and were provided with further information in relation to:-

- A variety of supports in place for young people with additional support needs, the new ASN campus that will allow work to be done in a different way and further work on the Plan to ensure those with additional support needs are more fully included; and
- Dartington work that will involve young people in revisiting the questions within the survey and involve them in the Plan in a more holistic way.

Noted.

7. UK Care Home Industry

Submitted report by Louise McDaid, Staff Representative (North Ayrshire Council) on the findings and recommendations of the recent publication of a report by the Centre for Health and Public Interest (CHPI) on the UK Care Home Industry. The report provided information on the complex business models underpinning many operators and significant levels of financial leakage across the care home sector.

Nigel Wanless, Independent Sector Representative circulated and read a joint statement by the Third and Independent Sector representatives in response to the report on the Financial Crisis in the Care Home Sector and its associated paper 'Plugging the Leaks in the UK Care Home Industry' by the CHPI.

He expressed surprise and disappointment in the inclusion of this item on the agenda for the IJB given that the representatives of non-statutory care home provision in North Ayrshire had not been consulted and questioned the validity of CHPI's report in terms of it-

- being UK based and not Scottish;
- concentrating on the Big 26 providers who delivery only 30% of the provision;
- referring to the 'leakage' of payments which are all legitimate business expenses
- that the 'leakage' is not validated;
- provides no suggestion of how Value for Money should be gauged;
- does not understand or acknowledge that EBITDARM (earnings before interest, tax, depreciation, amortization, rent, management fees) is the accepted method of analyzing business financial performance; and
- does not mention that all registered care homes in Scotland require mandatory insurance liability that includes malpractice.

He further stated that account processes are complex by nature in both the public and independent sector and that efficient tax management is an important component of any treasury function. The building of new care homes in the statutory sector is likely to result in such conditions to effectively make the care home under the full control of the funding authority.

He referred to the previous 50/50 split between the Council and independent provision that is now 70% Council and 30% independent as a result of the hand back of contracts by independent providers. The rates being paid to independent providers no longer makes their businesses viable and that Health and Social Care Partnerships wish to bring the full care at home provision in-house.

The statement considered that the claims made within the report have a limited relevance to the care home sector in Scotland. The independent and third sector providers take on the business risk and challenge to provide safe, effective and person-led care within a regulated environment. This has produced examples of innovation and the highest levels of quality care and provided a choice to those seeking these services.

The full statement provided to the Board can be viewed on the Council's website at <https://north-ayrshire.cmis.uk.com/north-ayrshire/CommitteesMeetings/MeetingsCalendar/tabid/70/ctl/ViewMeetingPublic/mid/397/Meeting/3203/Committee/120/Default.aspx>

Members asked questions and were provided with further information in relation to:-

- issues experienced in North Ayrshire as a result of care home closures;
- innovation in the independent and third sector providers;
- the publication of CHPI's report in the media in November;
- the closure of care homes in North Ayrshire that resulted in job and pension losses; and
- further consultation that is required with NHS staff and the independent and third sector.

The Board agreed to (a) welcome the findings of the report by CHPI; (b) recognise that recent local Care Home closures have occurred as a result of some of the very business practices uncovered through the CHPI research; and (c) receive a further report examining the issues raised in the 'Plugging the Leaks in the UK Care Home Industry' report from a North Ayrshire context, including the lessons learned from care home closures and in consultation with both staff, independent and third sector representatives.

8. Auditor General - NHS Scotland in 2019

Submitted report by Caroline Cameron, Chief Finance and Transformation Officer on the Auditor General's report on the performance of NHS Scotland in 2019, which was attached as an appendix to the report. The report contained five key messages and provided a range of improvement recommendations for the Scottish Government, the Scottish Government in partnership with NHS Board and the Scottish Government in partnership with both the NHS and Integration authorities.

Noted.

9. Ministerial Steering Group Update

Submitted report by Caroline Cameron, Chief Finance and Transformation Officer on the Ministerial Steering Group update on progress in implementing the areas of action identified in the recent self-assessment submitted to the Scottish Government in May 2019. The Action Plan was appended to the report and detailed the planned timescales and progress of key and sub actions.

Members asked questions and were provided with further information in relation to a review of IJB self assessments undertaken by the Leadership Group who will provide additional supports to those HSCPs where it identified areas of weakness.

Noted.

10. Primary Care Improvement Plan

Submitted report by Vicki Campbell, Primary Care Implementation Manager on the progress of the Primary Care Improvement Programme and proposals for further implementation over 2020/22. Appendix 1 to the report provided an update on progress within Ayrshire and Arran for 2018/20, outlined the future plans across Ayrshire and Arran for 2020/22 and sought approval of the proposed implementation arrangements for North Ayrshire HSCP.

Members asked questions and were provided with further information in relation to:-

- Further engagement that is planned and will include staff and Trade Unions; and
- Scottish Government funding that has been committed to support General Practice over a 4 -year period.

The Board agreed to (a) the outline Commissioning proposals in respect of delegated North Ayrshire resources for 2020/22; and (b) request NHS Ayrshire and Arran to progress to implementation the 2020/22 North Ayrshire Commissioning Proposals; and (c) otherwise note the report.

11. NAHSCP Staff Engagement Survey Results 2019

Submitted report by Calum Webster, Senior Organisational Development Officer on the Employee Engagement Survey results for 2019. Appendix 1 to the report provided the key findings from the staff engagement tools iMatter and Our Voice and showed comparatively high levels of engagement across the Partnership.

Members asked questions and were provided with further information in relation to:-

- a range of reasons why 20% of staff are not engaged; and
- work that will be done to encourage more teams to take part in the iMatter process.

Noted.

12. IJB Performance and Audit Committee Draft Minutes

Submitted the Draft Minutes of the IJB Performance and Audit Committee held on 26 September 2019.

Noted.

13. Strategic Planning Group Minutes

Submitted the Minutes from the Strategic Planning Group meeting held on 13 November 2019.

Noted.

The meeting ended at 11.55 a.m.