

**East Ayrshire Health & Social Care Partnership**  
**Integration Joint Board**  
**27 November 2019 at 2pm**  
**Council Chambers, Council HQ, London Road, Kilmarnock**

**Present:**

Mr Michael Breen, NHS Non-Executive Director (Chair)  
 Mr Eddie Fraser, Chief Officer  
 Ms Jean Ford, NHS Non-Executive Director  
 Ms Fiona Smith, AHP Senior Manager  
 Mr Craig Stewart, Associate Nurse Director  
 Councillor Iain Linton, East Ayrshire Council  
 Councillor John McGhee, East Ayrshire Council  
 Councillor Jon Herd, East Ayrshire Council  
 Councillor Douglas Reid, East Ayrshire Council  
 Mr Craig McArthur, Chief Financial Officer  
 Ms Marion MacAulay, Chief Social Work Officer  
 Mr Neil Kerr, ADP Independent Chair  
 Ms Shirley Ferguson, EAC Employee Representative  
 Ms Allina Das, NHS Partnership Representative  
 Dr David Watts, Clinical Director  
 Mr Jim Baird, Stakeholder Forum Representative

**In Attendance:**

Dr Chris Black, GP Sub Committee Representative  
 Ms Vicki Campbell, Programme Manager  
 Ms Margaret Phelps, Partnership Programme Manager  
 Mr Alex McPhee, Senior Manager Finance  
 Ms Pamela Milliken, Head of Primary Care & Out of Hours Services/  
 Mental Health Services  
 Mr Erik Sutherland, Senior Manager-Interim Head of Locality Community  
 Health and Care Services  
 Ms Sina Currie, Senior Nurse Manager  
 Ms Kay McKay, Communications Officer  
 Ms Aileen Anderson, Committee Secretary (Minutes)

Agenda	Discussion	Action
1.	<p><b><u>Welcome &amp; Apologies Declarations of Interest</u></b></p> <p>Mr Michael Breen welcomed everyone to the meeting and noted apologies from Lisa Tennant, Brian O'Suilleabhain, Phil Korsah, Hazel Borland and Dr Manreek Basi.</p> <p>There were no declarations of interest.</p>	

2.	<p><b><u>Discussion Item – Getting it Right for Every Child (GIRFEC)</u></b></p> <p>Ms Marion MacAulay advised that ‘Getting it Right for Every Child’ (GIRFEC) was the national approach to improve the health and wellbeing of children and young people, initially tested in Highland in 2006, with roll out from 2009.</p> <p>Ms Sina Currie advised that there were a number of challenges which impact on families and young people and services had historically looked to intervene through medical models. GIRFEC seeks to move away from medicalised models and to more involve families in the planning of their care to aid them and develop relationships of trust.</p> <p>Discussion took place regarding the pressure on professionals to refer to Children and Adolescent Mental Health Services (CAMHS) and the detrimental impact this can have on some young people where localised interventions could be more effective; this would also free up capacity within CAMHS for young people who really need the service.</p> <p>It was highlighted that a trial of Health Visitors working in the out of hours period would be undertaken to try and support families when they feel most vulnerable. Looked After and Accommodated nurses would be identified to support school age children who are in care settings.</p> <p>Councillor John McGhee queried if the model was a spend to save model and it was noted that although an initial investment would provide savings in future services the model was to ensure that children and young people would receive the support the need at the right time from the right people.</p> <p>It was noted that Speech and Language Therapy were also looking at a similar model due to the low numbers of staff available in Ayrshire and the long term positive impacts speech and language support can have for some people.</p>	
4.	<p><b><u>Minutes of the previous meeting held on 09 October 2019</u></b></p> <p>The minutes of the previous meeting were agreed as an accurate record of discussions.</p>	
5.	<p><b><u>Matters Arising</u></b></p> <p><b><u>Equipment &amp; Adaptations</u></b></p> <p>A detailed report was presented to the Strategic Commissioning Board in December and an update will be included in the Contracts</p>	

	<p>and Commissioning Paper will be presented to the Board in March 2020.</p> <p><u>Ayrshire Urgent Care Enhanced Service</u></p> <p>It was noted that the report had been delayed due to ongoing contractual arrangements and would be presented in March 2020.</p> <p><u>Audited Annual Accounts</u></p> <p>The response to the Chief Auditor will be included in the Annual Accounts to be presented to the Board in March 2020.</p>	
<p>5.</p>	<p><b><u>Financial Management Report as at 30 September 2019</u></b></p> <p>Mr Alex McPhee presented the report to provide details of the projected outturn position for the Partnership for 2019/20, based upon the current financial position as at 30 September 2019. The report included progress against approved recurring cash releasing efficiency savings as well as the projected outturn on services managed under Lead Partnership/ Hosted Services arrangements, and information on Acute Services budgets in relation to the large hospital Set Aside resource within the scope of the Strategic Plan.</p> <p>The month 6 Financial Management Report for the Partnership had been compiled following financial analysis and budget monitoring at East Ayrshire Council and NHS Ayrshire &amp; Arran. The consolidated projected outturn for the Partnership was an underspend of £1.404m which represented 0.5% of the £226.055m directly managed services budget. This represented a favourable movement of £1.563m on the £0.159m projected overspend highlighted in the month 4 Financial Management Report to the Board in August 2019. The overall variance consisted of a projected favourable variance of £0.740m on services commissioned from East Ayrshire Council and a projected favourable variance of £0.664m on services commissioned from NHS Ayrshire &amp; Arran.</p> <p>Mr Alex McPhee advised that there was a number of potential risks to the financial projections namely secure accommodation, out with placements and care packages over the winter period. It was noted that the GP Practices in Difficulty issues had been resolved at present however this was a fluid situation and could change at any time.</p> <p>Mr Alex McPhee also advised that the Community Equipment Store, housed by South Ayrshire Health and Social Care Partnership, had an overspend and although the Director of South Ayrshire Partnership was trying to bring this in line there may be the requirement for a contribution from East Ayrshire IJB and this would be updated within the FMR report in January 2020.</p>	

	<p>Mr Eddie Fraser advised that there were ongoing challenges to the Primary Care Mental Health Service with some individuals on the waiting list currently waiting 80-90 weeks to access services.</p> <p>It was noted that there is an opportunity for a two year funding deal for 2020/21 and 2021/22 which would be used to recruit more Mental Health staff and allow for significant reduction in the waiting list to be projected; a report on this proposal was being taken to the Strategic Commissioning Board in December 2020 and Mr Eddie Fraser sought provisional approval from the Board to progress with the proposals. Councillor Linton advised that he was supportive of this proposal as it would allow for earlier recruitment which could attract quality staff.</p> <p>The Board noted the report and agreed the following recommendations:</p> <ol style="list-style-type: none"> <li>i. Note the projected outturn position for East Ayrshire Health and Social Care Partnership at September 2019, including specific key actions on significant variances;</li> <li>ii. Note the projected outturn position in respect of services managed under Lead Partnership/ Hosted Services arrangements;</li> <li>iii. Note the current position in respect of services managed under Lead Partnership/ Hosted Services arrangements;</li> <li>iv. Note progress current position in respect of large hospital Set Aside budgets;</li> <li>v. Approve in principle that £0.554m uncommitted balance of East Ayrshire Council HRA funding is earmarked for future procurement of equipment and adaptations and note that formal approval of the final earmarked sum will be required at the financial year-end;</li> <li>vi. Note that the month 6 uncommitted projected underspend will reduce from £0.740m to £0.186m as a consequence of this earmarking; and</li> <li>vii. Approve the re-alignment of budgets totalling £2.259m in respect of Public Protection arrangements.</li> <li>viii. Approve the short term allocation of funding to support recruitment of staff to support the Primary Mental Health team, subject to a report to Strategic Commissioning Board.</li> </ol>	
7.	<p><b><u>Medium Term Financial Plan 2017/18 to 2021/22 Update</u></b></p> <p>Mr Craig McArthur advised that a full report on the medium term financial plan was not currently available due to competing demands and pressures and although the report had been updated there had not been time to carry out the necessary levels of scrutiny prior to presentation to the Board.</p>	

	<p>The Medium Term Financial Plan was being reviewed and would be presented to the Board at the Development Day scheduled for 04 March 2020.</p> <p>Councillor Linton advised that he was supportive of this decision as the Audit &amp; Performance Committee had always allowed time for scrutiny of the plans and this should be the same for the Board.</p>	
<p>8.</p>	<p><b><u>IJB Governance Update</u></b></p> <p>Margaret Phelps, Presented the report to provide the Board with an update on governance arrangements in respect of Standards Commission for Scotland for the advice note on IJB member's responsibilities under the ethical standards framework; membership of Audit and Performance Committee; Review and approval of revised Governance Committees Terms of Reference and IJB Meeting Schedule 2020.</p> <p>The report to the Board on 09 October 2019 noted the request from the Audit &amp; Performance Committee for an additional IJB voting member from NHS Ayrshire &amp; Arran to the Committee. The Committee had successfully received a nomination with Jean Ford, Non-Executive Director joining the Committee from November 2019. In addition, Lisa Tennant, Non-Executive Director had agreed to act as Chair of the Audit &amp; Performance Committee until March 2020 with Jean Ford taking over this role from June 2020 following Ms Tennant's term of office with the NHS Board ceasing at this time.</p> <p>The proposed IJB meeting schedule for 2020 was attached to the report for consideration and approval. In addition, a revised governance report format was proposed following consultation with members and colleagues. From 2020, where possible, all IJB and governance papers will be issued on a digital format and guidance will be provided to assist members.</p> <p>The Board noted the report and agreed the following recommendations:</p> <ul style="list-style-type: none"> <li>i. Note and receive Standards Commission for Scotland for the advice note on IJB members responsibilities;</li> <li>ii. Note and approved the revised Governance Committees Terms of Reference; and</li> <li>iii. Note and approve the IJB meeting schedule for 2020.</li> </ul>	
<p>9.</p>	<p><b><u>Risk Appetite Statement</u></b></p> <p>Mr Erik Sutherland presented the report to share the output of the Risk Appetite Workshops and seek endorsement for the final draft Risk Appetite Statement emerging therefrom.</p>	

	<p>Risk appetite is critically linked to the strategic priorities of the IJB and delivery through the Health and Social Care Partnership. Risk appetite was considered in early formation of IJB. The Chair requested that we revisit this at the Board meeting of 28 August 2019 and initial consideration took place at the IJB Development Session of 12 September 2019 where there was agreement to progress this further through the Partnership Management Team (PMT).</p> <p>On 25 September 2019, PMT undertook an in-depth assessment of risk appetite using a tailored risk matrix focused on the key elements of finance, service, quality and people.</p> <p>The draft risk appetite statement was presented as a facilitated session with the IJB members at the meeting of 09 October 2019 where members had the opportunity to consider the draft risk appetite and to suggest any amendments.</p> <p>There were direct implications from the Risk Appetite Report as the statement articulated the overall organisational attitude to the type and amount of risk to be tolerated in meeting the agreed strategic objectives. The Risk Appetite Statement was an integral part of financial and strategic planning and of the wider partnership approach to risk identification, assessment and management</p> <p>The Board noted the report and agreed the following recommendations:</p> <ul style="list-style-type: none"> <li>i. Receive the report on the Risk Appetite Workshops;</li> <li>ii. Note the final draft Risk Appetite Statement in the body of the report; and</li> <li>iii. Endorse the Risk Appetite Statement.</li> </ul>	
<p><b>10.</b></p>	<p><b><u>Draft Communication Strategy</u></b></p> <p>Mr Eddie Fraser presented the report on the draft Communication Strategy and engagement programme for comment and approval by the Board.</p> <p>To date, the Partnership's communications had been supported from resource within the Council's Communications Service and by a dedicated Digital Communications Assistant, recruited through the graduate intern programme and in post until June 2018. The Council's and NHS Ayrshire &amp; Arran's Communications Service continue to provide a more responsive service including graphics and design support, press relations and communications support for events involving Elected Members and partner agencies.</p> <p>The Strategic Commissioning Board for Sustainable Outcomes Board approved the recruitment of a dedicated Communications Programme Officer to coordinate the delivery of the Communications Transformation Programme in a proactive</p>	

	<p>approach and work directly to the Directorate and report regularly to the Strategic Commissioning Board.</p> <p>The Partnership recognised that in addition to a digital presence there is an increasing need to further develop a dedicated communications presence to ensure the transformational change programme is supported with a strategic communication developing key messages utilising the range of communications methods.</p> <p>The OASIS framework was a nationally recognised approach which seeks to demonstrate campaigns are effective, efficient and evaluated. The Communication Strategy will adopt the OASIS framework and will prioritise communications which support transformational and measurable change within the Partnership. This Strategy will require collaboration and support from partnership and stakeholders and be aligned to the Partnerships and Wellbeing Delivery Plan strategic priorities.</p> <p>In order to ensure the Communications Strategy can meet the objectives required it must also involve employees, partners and wider stakeholders through a programme of engagement. The engagement programme will employ a range of methods to capture the views of stakeholders including facilitated discussions, online survey and presentations at established meetings.</p> <p>The Board noted the report and agreed the following recommendations:</p> <ul style="list-style-type: none"> <li>i. Note and comment on the Draft Communications Strategy;</li> <li>ii. Endorse the proposals for the Engagement Programme; and</li> <li>iii. Agree to receive a final draft Communication Strategy.</li> </ul>	
<p><b>11.</b></p>	<p><b><u>Unaccompanied Asylum Seekers</u></b></p> <p>Ms Marion MacAulay presented the report to provide an update on the position in relation to unaccompanied asylum seeking children and young people.</p> <p>The report highlights the challenges encountered by Children who have been displaced by conflict. The challenges of children displayed in Europe and the South of England was outlined.</p> <p>In terms of routes to support such groups there are a number of ways that the National Government has set out in which Children and Young People affected by conflict who are seeking asylum may be supported. It recognises some of the challenges in the way funding is allocated for those under the age of 16 making it difficult to support this group.</p>	

	<p>The report highlights the positive track record that East Ayrshire has in supporting people and families being provided asylum through the Syrian resettlement scheme and sets out how to build on this positive experience and learning. It further sets out learning from supporting spontaneous arrivals and the model adopted in such situations.</p> <p>The report sets out a proposal to support via a housing support model a group of up to six young people aged over 16 years. This model builds on existing strengths and may be delivered within the financial supports provided by National Government. The proposed model had been financially costed with the funding required. As such, additional staff resources required were accounted for within the model and would not impact on service delivery.</p> <p>The Board noted the work which had went into the report and welcomed the proposals.</p> <p>Councillor Herd stated that a number of the young people claiming asylum will have been through trauma and may require additional Mental Health support and queried that the Partnership were ready to provide this level of support. Ms Marion MacAulay advised that the support staff would be front loaded for the UASC and the team were fortunate to have a member of staff available who was fluent in Arabic.</p> <p>Councillor Herd further stated that staff would need to be vigilant in monitoring the language etc as some of the UASC could be hostile or radicalised. Ms Marion MacAulay advised that the staff identified had been trained by Prevent and would be vigilant.</p> <p>The Board noted the report and agreed the following recommendations:</p> <ol style="list-style-type: none"><li>i. Agree to commit to support the resettlement of up to six unaccompanied asylum seeking children and young people;</li><li>ii. Recognise the growing expertise within services already working with people who have already been supported to settle in East Ayrshire; Acknowledge that there were currently no mechanism for Local Authorities to use public funds to support previous care leaving UASC beyond the age of 26; and</li><li>iii. Issue a direction to East Ayrshire Council support participation in the National Transfer scheme with the resettlement of 4-6 unaccompanied asylum seeking children of 16/17 using a housing support model.</li></ol>	
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<p>11.</p>	<p><b><u>Integrated Health and Care Governance Framework</u></b></p> <p>Ms Fiona Smith presented the report to inform the Board and seek endorsement on the Ayrshire and Arran revised integrated health and care governance scheme.</p> <p>The report was presented and approved by the NHS Board on 07 October 2019 with the request for presentation and endorsement by all three Ayrshire Integration Joint Board. The Audit &amp; Performance Committee considered the report on 12 November 2019 prior to submission to the Board.</p> <p>Health and Care Governance is the process by which accountability of the quality of health and social care is monitored and assured. It should create a culture where delivery of the highest quality of care and support is understood to be the responsibility for everyone working in the organisation – built upon a partnership and collaboration within teams, and between health and social care professionals and managers.</p> <p>Structures and processes need to be established to assure IJBs, Health Boards and Local Authorities, whilst at the same time empowering clinical and care staff to contribute to the improvement of quality – making sure that there is a strong voice of the people and communities who use our services.</p> <p>Each IJB was tasked with establishing an Adverse Event Review Group (AERG) to provide a coordinated and integrated approach to managing adverse events occurring within each IJB. Each AERG terms of reference will be consistent with those laid out in the NHS Ayrshire &amp; Arran Adverse Event Policy.</p> <p>East Ayrshire IJB is now well established and is chaired by the Associate Nurse Director, meets weekly and reports to the Health and Care Governance Group.</p> <p>The Board noted the report and agreed the following recommendations:</p> <ul style="list-style-type: none"> <li>i. Comment and approve the reviewed integrated health and care governance framework.</li> </ul>	
<p>12.</p>	<p><b><u>Annual Report of the Chief Social Work Officer 2018-2019</u></b></p> <p>Ms Marion MacAulay presented the report to share the Chief Social Work Officer Annual Report covering the period 01 April 2018 to 31 March 2019. The report provided an overview of professional activity for social work and social care within East Ayrshire through the delivery of statutory functions and duties held by the Chief Social Work Officer.</p>	

	<p>In 2014, in conjunction with Chief Social Work Officers, the Scottish Governments Chief Social Work Advisor (CSWA) developed a template and guidance for the completion of CSWO Annual Reports. The intention was to support the CSWA in promoting and reporting on social work matters, and to provide consistency, benchmarking and good practice information which could be shared to support practice development across Scotland.</p> <p>The CWSO Annual Report 2018-19 set out a summary of the work taking place across social work and social care services in East Ayrshire.</p> <p>The Board noted the report and agreed the following recommendations:</p> <ul style="list-style-type: none"> <li>ii. Note the Annual Report of the Chief Social Work Officer 2018-2019;</li> <li>iii. Note that the report was presented to East Ayrshire Council on 31 October 2019;</li> <li>iv. Note that the report had been submitted to the Office of the Chief Social Work Advisor to the Scottish Government;</li> <li>v. Recognise the dedication and commitment of those delivering social work and social care services for the people of East Ayrshire.</li> </ul>	
<p><b>13.</b></p>	<p><b><u>Primary Care Improvement Plan</u></b></p> <p>Ms Vicki Campbell presented the report to provide the Board with a progress report on the Primary Care Improvement Programme and proposals for further implementation over 2020/22.</p> <p>In early 2018 a single Primary Care Improvement Plan 2019/21 was endorsed by the three Ayrshire IJBs, the NHS Board and the GP Sub Committee/ Local Medical Committee. At that time, it was indicated that further endorsement would be required as the Programme progressed and national resources were made available and a commitment given to return to partner agencies to seek that endorsement.</p> <p>The Memorandum of Understanding (MoU) between Integration Authorities, the Scottish GP Committee and the British Medical Association, NHS Board and the Scottish Government had agreed priorities for transformative service redesign in primary care in Scotland over a three year planned transition period. The implementation programmer in Ayrshire had focused on the priorities and the report gave both an update on progress and proposals for future investment and development.</p>	

	<p>Chapter 15 of the report provided detail of the Primary Care Improvement Fund, deployment to date and projections for 2020/22. The Scottish Government had committed to £250 million in supporting General Practice over a 4 year period. Of this sum, subject to annual budget setting decisions, it was anticipated £11.484 would be allocated to Ayrshire and Arran and as a delegated function £3.789 to East Ayrshire IJB.</p> <p>The Board commended the collaborative nature of the programme and noted that Ayrshire &amp; Arran were further ahead than the rest of Scotland. The Board noted the high numbers of staff being recruited and stated that this shows the amount of work which was being carried out by GPs.</p> <p>Councillor Herd queried where the pharmacotherapy staff had been recruited from and impact this had had on other services. It was acknowledged that a number of staff had been recruited from Community Pharmacy and Acute however Community Pharmacy had been involved in the Caring for Ayrshire discussions to ensure the post is kept interesting to invite staff into the profession.</p> <p>The Board noted the report and agreed the following recommendations:</p> <ol style="list-style-type: none"> <li>i. Confirm assurance with progress of the Primary Care Improvement Plan to date;</li> <li>ii. Note the continued pan Ayrshire collaboration to develop the updated PCIP 2020/2022;</li> <li>iii. Agree the outline Commissioning proposals in respect of delegated East Ayrshire resources for 2020/22;</li> <li>iv. Direct NHS Ayrshire &amp; Arran to progress to implementation to the 2020/22 East Ayrshire Commissioning Proposals; and</li> <li>v. Note that detailed Directions will be proposed when the 2020/21 EAIJB Budget is confirmed in March 2020.</li> </ol>	
14.	<p><b><u>Climate Change Report</u></b></p> <p>Ms Margaret Phelps presented the report to provide the annual Climate Change Report under the Climate Change (Scotland) Act 2009.</p> <p>East Ayrshire Integration Joint Board has no direct responsibility for employees, buildings or fleet vehicles and aspects related to staff, building or vehicles are contained within the parent bodies report.</p>	

	<p>The Board noted the report and agreed the following recommendations:</p> <ol style="list-style-type: none"> <li>i. Approve the Integration Joint Board Climate Change Report; and</li> <li>ii. Note the current initiatives by East Ayrshire Council and NHS Board Ayrshire and Arran.</li> </ol>	
17.	<p><b><u>Governance Papers</u></b></p> <p>It was noted that the minutes of the following Governance Committees were available on the CPP Portal:</p> <ul style="list-style-type: none"> <li>• Health and Care Governance – 03 September 2019</li> <li>• Health, Safety &amp; Wellbeing Sub-Group – 08 August 2019</li> <li>• Partnership Forum – 08 August 2019</li> <li>• Strategic Planning Group – 02 October 2019</li> </ul>	
18.	<p><b><u>Any Other Business</u></b></p> <p><u>January Meeting</u></p> <p>Mr Michael Breen advised that updates would be provided from Mr Neil Kerr for the ADP, and MS Dale Mellor for the Public Protection Team at the January meeting.</p> <p><u>Scottish Government Visit</u></p> <p>It was noted that the annual Scottish Government visit took place on Friday 22 November and was attended by the Chief Executives for both the Council and NHS. This was a positive meeting with attendees commending East Ayrshire IJB for their work and advising that it is used as an example of good work. Mr Michael Breen thanked Mr Eddie Fraser for his work for the Board.</p> <p><u>Riverside Day Centre</u></p> <p>Mr Michael Breen advised that he had attended a meeting at the Riverside Day Centre and thought the facility was excellent. It was noted that some of the meeting for 2020 would take place in the venue if they were able to accommodate the Board.</p>	
19.	<p><b><u>Date and Time of Next Meeting</u></b></p> <p>29 January 2020 at 2pm Council Chambers, Council HQ, London Road, Kilmarnock</p>	