

**East Ayrshire Health & Social Care Partnership
Integration Joint Board
20 October 2021 at 2pm
MS Teams**

Present:

Councillor Douglas Reid, East Ayrshire Council (Chair)
Mr Craig McArthur, Director of Health and Social Care
Ms Angela Gracie, Partnership Manager CVO
Ms Sheila Cowan, NHS Non-Executive Director
Ms Jennifer Wilson, Associate Nurse Director
Councillor Jon Herd, East Ayrshire Council
Councillor John McGhee, East Ayrshire Council
Ms Kathleen Winter, Public Health Principal
Mr David Mitchell, Chief Governance Officer
Ms Irene Clarke, East Ayrshire Advocacy
Councillor Iain Linton, East Ayrshire Council
Dr Sukhomoy Das, NHS Non-Executive Director
Mr Neil Kerr, ADP Independent Chair
MS Lianne McNally, AHP Senior Manager
Ms Marion MacAulay, Chief Social Work Officer
Mr Michael Breen, NHS Non-Executive Director
Ms Dalene Steele, Associate Nurse Director
Ms Allina Das, Partnership Representative

In Attendance:

Ms Linda Surgenor, Senior Manager
Ms Lauren Dakeyne, supported Accommodation Manager
Ms Catherine Adair, Partnership Programme Manager
Ms Pauline Minnery, Senior Officer Corporate Business
Ms Vicki Campbell, Head of Primary Care and Urgent Care Services
Mr Erik Sutherland, Head of Locality Health and Care Services
Mr Jim Murdoch, Senior Manager Planning & Performance
Ms Amanda McInnes, Senior Manager Business Support
Mr Ewan McGill, Communications Officer
Ms Lorna Wallace, Resource Worker
Ms Aileen Anderson, Committee Secretary (Minutes)

Agenda	Discussion	Action
1.	<p><u>Welcome & Apologies</u></p> <p>Councillor Reid welcomed everyone to the meeting and noted that there were no apologies received.</p>	

2.	<p><u>Good News Story – Dementia Friendly Housing</u></p> <p>Lauren Dakeyne delivered a presentation on Dementia Friendly Housing. The presentation provided background on supported and specialised housing. It was highlighted that the service had built good relationships and multidisciplinary working to allow joint planning and ensure dementia friendly premises for service users.</p> <p>It was noted that there had been positive feedback from service users and their families for the new facilities at Andrew Nesbit Place and that there had also been an influx of emails for individuals in the community highlighting further demand in the Kilmarnock area; this has been raised with Housing Services who are trying to secure a site for an additional Kilmarnock based model.</p> <p>Flooring within the properties have been planned with research evidence in mind ensuring the same flooring throughout the properties with no door bars and ensuring a clear break in surface between the walls and the flooring.</p> <p>Discussion took place regarding prioritisation of individuals accessing the properties and the demand for this service. It was noted that prioritisation is based on the strategic needs of the individuals and that a comprehensive matrix was in place to allocate people based on need. Ms Lauren Dakeyne advised that a potential new build could cover most of the current waiting list and that the long term goal would be to meet the needs of most people and reduce demand within care homes to provide capacity for crisis situations.</p> <p>Ms Marion MacAulay queried if the improved wellbeing of individuals within the properties could be captured and it was proposed that reviewing hospital admissions and events which lead to long term admission could be carried out to identify if the move in to the facilities had made a positive impact for the individuals. It was noted that all facilities have a smart technology package, e.g. door sensors, and these can be enhanced as required based on the needs of the individual residents.</p> <p>Ms Jenny Wilson asked that evidence and learning be shared with the wider organisation as this could support and develop services within the Acute and Community Hospitals.</p> <p>Councillor Iain Linton recommended adding long-term NHS costs to show potential savings in the presentation on Dementia Friendly Housing and sharing this with a wider audience. Mr Craig McArthur agreed to discuss this with Ms Lauren Dakeyne.</p>	
3.	<p><u>Declarations of Interest</u></p> <p>There were no declarations of interest.</p>	
4.	<p><u>Minute of Previous Meeting held on 25 August 2021</u></p>	

	The minutes of the previous meeting were agreed as an accurate record of discussions.	
5.	<p><u>Matters Arising</u></p> <p>It was noted that the Whistleblowing Quarterly Report was on the agenda today for further discussion.</p>	
6.	<p><u>National Care Service Consultation Draft Response</u></p> <p>Mr Craig McArthur presented the report to provide the Board with an update on the Scottish Government's consultation: A National Care Service for Scotland and to seek approval on the basis of the Board's response to the consultation.</p> <p>The report presented a draft response to the Scottish Government's consultation document. This response was developed following a period of engagement which included a Joint IJB and Council seminar with partners and stakeholders on 10 September, a further review of initial feedback presented to the IJB Development Day on 15 September and circulation of an internal survey distributed to wider partners and stakeholders. Following discussion and approval by the Council and the IJB, a comprehensive response to the consultation will be submitted to the Scottish Government by the revised deadline of 02 November 2021.</p> <p>The consultation proposals present significant implications for the Integration Joint Board and integration partners. The proposals for National care Service to oversee local commissioning and procurement of social care and support by 'reformed' IJBs, with services procured from Local Authorities and independent sector providers. IJBs will become Community Health and Social Care Boards and will be the local delivery body for the National Care Service, funded directly by the Scottish Government.</p> <p>A programme of engagement was undertaken to ensure a range of partners were able to contribute to the consultation process, allowing an inclusive response with integration partners. The engagement programme included launch of national consultation programme, creation of internal consultation survey and consultation proposals, joint seminar with Council, IJB and Strategic Planning Group IJB Stakeholder Forum.</p> <p>It was the view within East Ayrshire that there would be a benefit in developing national standards to drive improvement across the social care sector. The pandemic has evidenced the disparity in quality, standards, workforce conditions and pay across social care sectors. However, the document has not evidenced the need to completely dismantle existing arrangements to bring about changes. As a high-performing Council and IJB, working in a well-established community planning environment, which engenders and supports collaboration and innovation, there are continued opportunities to further develop and improve outcomes for people and families within current structures.</p>	

There is a commitment in East Ayrshire to work alongside people who use services, families and unpaid carers to ensure we deliver services which are of a high standard and most importantly will improve outcomes. We recognise there is still work to be done. The proposals set out an approach which seeks to offer a structural solution to achieve personal outcomes. The view was that much change can be achieved within existing arrangements where they are working well. It was also recognised that an NCS would have much to offer in bringing a national strategic oversight on frameworks for national standards, terms and conditions, workforce planning, training, scrutiny, market oversight and budget setting.

It was proposed that IJB Members agreed to the general comments in the consultation response, with any additional commentary or emphasis that members may wish to have also captured. These will be incorporated into a final draft response which is being prepared for a full Council meeting on 28 October 2021. A virtual approval process for the IJB to review this final document was proposed, to ensure that both bodies have agreed the final comments. This would then allow a single East Ayrshire response, incorporating both IJB and Council responses, to be submitted to the Scottish Government by the 2 November 2021 deadline.

Councillor John McGhee raised concerns around the language within the response and felt it important not to dilute the concerns through the language. Discussion took place regarding the reformation of the IJB and the continued place of NHS representatives on the new Community Health and Social Care Boards.

Councillor John McGhee raised further concerns around the workforce and the impact on staff pensions and roles. Dr Das shared concerns and highlighted that the Partnership should have a role in developing the workforce and provide opportunities around career pathways and progression. The Board noted that there would need to be a level of local flexibility as there would be different requirements based on geographical areas.

The Board noted the report and agreed the following recommendations:

- i. Note the publication of the Scottish Government's consultation on a national care service for Scotland, on 09 August 2021;
- ii. Note and comment on the detailed response prepared and informed by the joint IJB and Council Seminar on 10 September and IJB Development Day on 15 September 2021; and
- iii. Agree the arrangements for the approval of a formal response, prior to submission to the Scottish Government by the deadline of 02 November 2021; and
- iv. To delegate to the Chief Officer, Chair and Vice Chair, the approval of a final joint Council and IJB response, following the Council meeting of 28 October, ensuring the IJB comments were effectively captured.

7.

EACH Models of Care

Mr Erik Sutherland presented a report providing an update on the implementation of Phase 1 to develop a nurse-led Model of Care at East Ayrshire Community Hospital (EACH) and on the engagement plan in preparation for Phase 2 relating to the expansion of service delivery at EACH.

The report on the implementation of Phase 1 was approved by the Board on 16 June 2021. The recruitment of Advanced Nurse Practitioners (ANP) and Allied Health Professionals (AHPs) to implement the nurse-led model of care at EACH has been undertaken over the months of August and September 2021. The recruitment campaign was partially achieved; not all posts were recruited to reach the necessary staffing compliment to sustain the model at this time, therefore, the outstanding posts have been re-advertised. The existing interim staffing model will continue meantime.

The recruitment to the post of Nurse Consultant was also approved in June 2021. It is expected that this resource will be in place by February 2022. In addition, the only GP Practice currently providing medical care cover for Marchburn have provided their notice of withdrawal from the contract effective December 2021. There is, therefore, a potential gap in terms of medical cover for a couple of months.

Phase 2 of the planned implementation of the EACH Model of Care was to increase its capacity from a 24 bedded model to a 30 bedded model over two wards, Burnock and Roseburn, with 6 additional beds/ chairs for day cases.

The full expansion to a 30 bedded model will be delayed until after August 2023 as EACH has been chosen as the location for the temporary decant of the Ayrshire Hospice that will occupy Roseburn and Holmburn wards from January 2022 to August 2023.

The third and fourth phases of implementation will commence in tandem to focus respectively on a 12 bedded Dementia Centre of Excellence, within Marchburn/ Pennelburn wards, and increased capacity of outpatient activity together with the 'EACH Health and Wellbeing Hub'. The existing Hub will be further developed to provide more flexible accommodation for the delivery of health and wellbeing activities, including public areas and with consideration to potential co-location of partners. Plans will be prepared to be implemented when the space is vacated by Ayrshire Hospice.

There are no equality implications arising from the proposals. The model of care is expected to have a positive impact in terms of additional access, particularly for older people and people with disabilities. The model of care would be expected to have benefits for community cohesion by realising the vision of the community hospital for the whole community.

The Board noted the report and agreed the following recommendations:

	<ul style="list-style-type: none"> i. Receive the East Ayrshire Community Hospital (EACH) Model of Care – update report; and ii. Note that a further report on the outcome of engagement with GPs and practice teams will be presented to the next IJB meeting. 	
8.	<p><u>IJB Risk Appetite Report</u></p> <p>Ms Amanda McInnes presented the report to share the outputs of the Risk Appetite Workshops and to seek endorsement for the final draft Risk Appetite Statement emerging therefrom.</p> <p>On 13 August 2021 the Partnership Management Team undertook an in-depth assessment of risk appetite using a tailored risk matrix focused on the key elements of people; service, quality, and finance. The draft risk statement was then considered and amended by the Board at the Development Day on 15 September 2021. The report provided a final draft Risk Appetite Statement following consideration at the two workshops for endorsement.</p> <p>We have a high appetite for addressing workforce challenges in relation to delivering on our Workforce Plan. We want to attract, recruit and retain the right people with the right skills in the right place. We have made use of innovative approaches to do so, including increasing the number of mental health practitioners, new roles, collaborative initiatives with partners working to attract younger people into the workforce, smarter working and developed wellbeing supports for the wider workforce.</p> <p>The Partnership’s risk appetite tends towards openness and seeking using innovation and creativity to foster new ways of designing and delivering services and improving outcomes. There is an appetite to be creative at the boundaries of regulation while operating within policy. There is a low appetite for risk related to the safety of supported people or the workforce, this is evidenced by the ability to continue to deliver safe services during the pandemic.</p> <p>The Partnership had moderate to high risk appetite in relation to the financial and value for money element. There is a recognised need for greater risk appetite with an open attitude to shifting towards early stage interventions and towards maturity in a context of the need to think differently in the context of transformation and sustainability. There is a view that there should be a reward for calculated and well thought risk-taking where this supports the right outcome. Good leadership and clear routes for escalation within the partnership support a move towards significant appetite and maturity.</p> <p>The Partnership is open in terms of risk appetite. The partnership wants to encourage innovation, creativity and create the permission, trust and support required to meet shared challenges. At the same time we have a low appetite for risk related to the safety of supported people or the workforce.</p>	

	<p>It is recognised that there is learning to be gained from the experience of the pandemic during 2020/21 and there are new approaches using digital technology to improve access and ways of working. The flexibility of the workforce in addressing this pandemic is recognised alongside the need to continue to make the wellbeing of the workforce a priority and reducing the risk to people the sustainability of services.</p> <p>It is intended that the Risk Appetite Statement will be live and evolving and that it will be reviewed periodically and work taken forward to embed across the partnership.</p> <p>The Board noted the report and agreed the following recommendations:</p> <ol style="list-style-type: none"> i. Receive the report and output from the two Risk Appetite Workshops; ii. Note the final draft Risk Appetite Statement in the body of the report; and iii. Endorse and approve the final Appetite Statement. 	
9.	<p><u>Whistleblowing Quarter 1 Report</u></p> <p>Ms Amanda McInnes presented the report to provide the Board with an update following the implementation of the National Whistleblowing Standards and Once for Scotland whistleblowing policy (the Standards) introduced on 01 April 2021.</p> <p>The Whistleblowing Standards were introduced on 01 April 2021 and have been implemented successfully across NHS Ayrshire & Arran and Health and Social Care Partnerships. It was not yet possible to identify any themes or trends in reporting, or if higher numbers of concerns were raised through the previous whistleblowing policy and this will be more evident in future periods.</p> <p>The Whistleblowing Oversight Group will continue to meet through 2021-22 to provide oversight whilst the new policy moves beyond implementation to normal working in regard to whistleblowing, recognising that this is a learning process and that processes may require to be changed or developed following learning from the concerns raised and how these are managed.</p> <p>Dr Sukhomoy Das advised that the policy exhibited strong relationships and good partnership working. There were four incidents raised with two going through the Whistleblowing Standards. It was noted that learning can be sought from issues and this can be explored further as the Standards mature.</p> <p>The Board noted and agreed the report.</p>	
10.	<p><u>Community Wealth Building</u></p>	

	<p>Mr Jim Murdoch presented the report to seek approved for the Board to become a Community Wealth Builder (CWB) Anchor Institute, as signatories to the CWB Anchor Charter.</p> <p>As signatories to the CWB Anchor Charter, the Board are committing to long-term collaboration between Ayrshire Anchor Institutions, supporting shared CWB goals across Ayrshire. Anchor Institutions are in a position to make a positive difference across the five pillars of CWB, namely; progressive procurement; fair employment; socially just use of land and assets; making financial power work for local places; and the shared ownership of the local economy. There is a significant contribution that the Board can make to the CWB by working in partnership with communities, partners and service providers to build a strong local economy, which supports fair work and encourages local inward spend.</p> <p>CWB is a people-centred approach to local economic development, which redirects wealth back into the local economy and places control and benefits of wealth creating into the hands of local people. Anchor Institutions are defined as large employers with a strong local presence in their geographic area. They can exert sizable influence through their commissioning and purchasing of goods and services, through their workforce and employment capacity, and by the creative use of their facilities and land assets. The positive use of these aspects can affect significant social, economic and environments change in an area.</p> <p>The Chief Officers of the three IJBs in Ayrshire are fully supportive of the commitments outlined in the Anchor Charter. The operational delivery of services through the East Ayrshire HSCP means that the Partnership already delivers services on behalf of Anchor Institutions. However, as the strategic commissioning body, the Board are in a significant position of influence, directing around £300m of financial resources to commission services for the communities of East Ayrshire.</p> <p>The proposal for the three Ayrshire IJBs to become Anchor Institutions was discussed at the pan-Ayrshire Strategic Planning and Oversight Group on 30 August 2021. The Chairs of the three IJBs subsequently took the opportunity to simultaneously sign the Anchor Charter during Challenge Poverty Week 4 – 11 October 2021. The associated publicity and communications has provided an excellent opportunity to position our work in terms of fair pay, employment and employability and how inclusive economic growth will support our wider anti-poverty across Ayrshire.</p> <p>The Board noted the report and agreed the following recommendations:</p> <ul style="list-style-type: none"> i. Note and endorse the CWB Anchor Charter; and ii. Commit to long-term collaboration between Ayrshire Anchor Institutions supporting shared CWB goals across Ayrshire. 	
11.	<u>Medium Term Financial Plan Update</u>	

	<p>Mr Alex McPhee presented the report to provide the Board with an update on progress toward the delivery of a Medium Term Financial Plan for approval to the Board.</p> <p>The audited Annual Accounts 2020/21 and the external auditor's Annual Report (ISA 260) were presented to, and approved, by the Board on 25 August 2021. One the key messages within Deloitte's ISA 260 report relates to financial sustainability. The report outlines that whilst the Board set a balanced budget for 2021/22 it is still faced with significant financial challenges in the medium to longer term, with the impact of COVID19 increasing the risk.</p> <p>The original Medium Term Financial Plan 2017/18 – 2021/22 was approved by the Board on 30 November 2017. The Medium Term Financial Plan 2017/18 – 2021/22 Update report was approved on 25 March 2020 and outlined the updated indicative scale of the financial challenge over the lifetime of the Plan.</p> <p>Due to a number of uncertainties it has been agreed that is will be beneficial to delay presentation of the updated Plan for approval until the March 2022 meeting of the Board.</p> <p>In addition to the impact of the Pandemic, there is at present uncertainty related to the financial implications of the National Care Service/ Independent Review of Adult Social Care with consultation ongoing. The consultation document outlines that the Scottish Government has committed to increase investment in social care by 25% but recognises that public resources are still limited. Feedback from the consultation is to be considered with all proposals to be assessed for value for money, the aim being to ensure maximum impact is achieved from additional investment.</p> <p>The updated Medium Term Financial Plan for the Partnership will take account of all currently available information however it is recognised that assumptions and applied methodology will be subject to ongoing review and refinement as additional information becomes available. It is anticipated that additional information the National Care Service will be forthcoming for inclusion in the Plan following the outcomes for the ongoing Consultation.</p> <p>The Board noted the report and agreed the following recommendations:</p> <ul style="list-style-type: none"> i. Note that the intention to delay the update and approval of the Medium Term Financial Plan until March 2022 due to current uncertainties outlined in this report; ii. Note that the updated Medium Term Financial Plan will be subject to ongoing review and refinement as additional information becomes available, notable the updated Scottish Government Medium Term health and Social Care Financial Framework; and iii. Note that this delay has been communicated to the IJBs external auditors Deloitte LLP. 	
12.	<u>IJB as a Category 1 Responder</u>	

	<p>Ms Amanda McInnes presented the report to provide information about the inclusion of IJBs as Category 1 Responders in terms of the Civil Contingencies Act 2004 and an outline of the requirements that this involves.</p> <p>In September 2020, the Cabinet Secretary for Health and Sport wrote to confirm the intention of the Government to pass legislation including IJBs as Category 1 Responders under Schedule 2 of the Civil Contingencies Act 2004 and invited responses to a consultation on envisaged impact or unintended consequences under the Equality Act 2020 including the Fairer Scotland Duty.</p> <p>East Ayrshire IJB responded to the consultation advising that this change would not have any significant wider impacts or unintended consequences for the Board or the people who use health and social care services or people who work in health and social care.</p> <p>Up until now Chief Officers have been contributing to local emergency and resilience planning as part of the Corporate Management Team for Health Boards and Local Authorities but without the appropriate reference to their accountable officer status within the IJB.</p> <p>By including IJBs as Category 1 responders, it ensures that where there is a risk of an emergency which will impact functions delegated to the Board there will be formal coordinated and appropriate arrangements in place for emergency planning, information sharing, and cooperation with other responders and joined up information sharing and advice for the public.</p> <p>Since its establishment, East Ayrshire HSCP has liaised and worked closely with both NHS Ayrshire & Arran and East Ayrshire Council and other resilience partners, to ensure that the duties of Category 1 Responders are adhered to. The Chief Officer attends the Ayrshire Local Resilience Partnership on behalf of the IJB.</p> <p>The Board noted the report and agreed the following recommendations:</p> <ol style="list-style-type: none"> i. Note the inclusion of the IJBs as a Category 1 Responder in terms of the Civil Contingencies Act 2004 (the 2004 Act); the requirements and the arrangements in place and plans to ensure that the IJB meets its requirements under the Act. ii. Instruct the Chief Officer, as its Accountable Officer, to carry out all necessary arrangements to discharge the duties on behalf of the IJB under the 2004 Act; and iii. Instruct the Chief Officer to bring a report, annually, providing assurance on the resilience arrangements in place to discharge the duties on the IJB under the 2004 Act. 	
13.	<u>IJB Governance Arrangements</u>	

	<p>Mr Craig McArthur presented the report to provide the Board with an update on governance arrangements in respect of the annual review of Governance Committees' Terms of Reference.</p> <p>The IJB programme of review of governance arrangements is set out in the Integration Scheme and detailed in the respective Terms of Reference (TOR). The TOR for a number of committees are currently being reviewed as part of the annual programme and will be presented to the IJB for approval as they are completed. The Audit and Performance Committee reviewed their TOR at their meeting on 10 August 2021 which was shared for comment and approval.</p> <p>The Board noted the report and agreed the following recommendations:</p> <ul style="list-style-type: none"> i. Note the Review of Governance Committee's Terms of Reference is underway, and to approve the revised Audit and Performance Committee Terms of Reference. 	
14.	<p><u>Governance Papers</u></p> <p>The minutes of the Risk Management Meeting held on 03 June 2021 were shared for information.</p>	
15.	<p><u>AOCB</u></p>	
16.	<p><u>Date of Next Meeting</u></p> <p>01 December 2021 at 2pm MS Teams</p>	