

<b>Meeting</b>	<b>Special Integration Joint Board (IJB)</b> <b>Remote Link</b>
<b>Date, Time and Place</b>	<b>Thursday, 10 September 2020 at 10am</b> <b>Remote Link</b>
<b>Present [Members]</b>	<p><b><u>Voting Members</u></b>  Natasha Cornick  John Fraser  Jane Haswell  Emma Macdonald  Robbie McGregor</p> <p><b><u>Non-voting Members</u></b>  Brian Chittick, Interim Chief Officer  Jim Gyan, Carers Strategy Group Representative  Wendy Hand, Substitute, Third Sector Representative  Denise Morgan, Interim Chief Officer, SIC  Ian Sandilands, Staff Representative  Edna Watson, Chief Nurse Acute, NHS  Karl Williamson, Chief Financial Officer, NHS</p>
<b>In attendance [Observers/Advisers]</b>	Jan Riise, Executive Manager – Governance and Law, SIC Elizabeth Robinson, Public Health and Planning Principal Jo Robinson, Interim Depute Chief Officer Anne Cogle, Team Leader, Administration, SIC Charlotte Jones, Solicitor, SIC Caroline Laing, Solicitor, SIC Sheila Duncan, Management Accountant, SIC Bob Kerr, Communications Officer, SIC Leisel Malcolmson, Committee Officer, SIC <i>[note taker]</i>
<b>Apologies</b>	<p><b><u>Voting Members</u></b>  None</p> <p><b><u>Non-voting Members</u></b>  Catherine Hughson, Third Sector Representative  Pauline Wilson, Senior Clinician: Local Acute Sector, NHS</p>
<b>Chairperson</b>	<p>Emma Macdonald, Chair of the Integration Joint Board, presided.</p> <p>The Chair moved that the IJB agree to suspend standing order 5.8.1 relating to the circumstances under which the IJB can resolve to exclude members of the public. Whilst the public are excluded from this meeting consent has been given members of the local media to be present via remote link. This maintains a level of public accountability and scrutiny to our proceedings. The formal decisions of the IJB, as is usual</p>

	<p>practice, will be available to the public after the meeting.”, the IJB unanimously agreed.</p> <p>The Chair welcomed Mr Fraser to his first meeting as a Voting Member on the IJB.</p>
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<b>Declarations of Interest</b>	None.
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<b>Minutes of Previous Meetings</b>	The minutes of the meeting held on 16 July 2020 was confirmed on the motion of Mr McGregor, seconded by Ms Haswell.
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<b>19/20</b>	<b>Financial Monitoring Report to 30 June 2020</b>
<b>Report No. CC-24-20-F</b>	<p>The IJB considered a report by the IJB Chief Financial Officer that presented the Management Accounts for the period to 30 June 2020.</p> <p>The IJB Chief Financial Officer introduced the main terms of the report and advised on the position at quarter one which projects a year-end overspend position for the IJB commissioned services. He drew attention to the detail provided at Appendix 1, which included the use of locums but he advised that there was a change to the staffing models which would see a reduction in the overspend in that area if the model is approved. The Chief Financial Officer also commented on the impact of COVID-19 and provided a forecast on additional costs of £2.5m detailed in Appendix 2 but advised that some funding is expected from the Scottish Government therefore these costs have not been included in the projections provided. He advised that he would keep the IJB informed of any updates regarding additional funding. The Chief Financial Officer said that in terms of longer term redesign, the revised Medium Term Financial Plan (MTFP) would be ready for presentation by November 2020.</p> <p>In responding to a question regarding the revenue forecasts for Pharmacy and Prescribing, the Depute Interim Chief Officer advised that a paper would be presented to the meeting on 24 September that would provide more detail.</p> <p>In regard to the funding from the Scottish Government Members were advised that the NHS Executive Team would be involved in discussions with the Scottish Government next week and the Interim Chief Officer explained that he would be in attendance, therefore the IJB would also be represented. Concern was expressed however that no political representation would be there and it was suggested that consideration be given to the IJB Chair being involved as strategic decision making body. After some discussion it was agreed that the outcome of these initial negotiations would be considered before further comment was made.</p>

In response to a query regarding the SIC underspend being returned to the SIC the Chief Financial Officer confirmed that this was a fortuitous underspend that had to be returned. He said however that if the recruitment model was approved it was expected that savings could be identified. In regard to recruitment, the Interim Chief Officer highlighted the importance of working on resourcing recruitment to ensure staff can be recruited and retained. He said that locums have been important to ensure services are provided as safely and with as good quality as possible. The Interim Chief Officer added that the pandemic has seen an increase in workforce to ensure safety. In addition consideration is being given to national models across the whole workforce including the GP Joy Project.

Comment was made on the need to keep redesign at the forefront and the assurance the IJB receive should be built into the recovery plans. It was also noted that there are concerns around Self Directed Support option 1 being reported as an overspend, and in terms of redesign it was important that the correct figures are recorded so as not to skew the totals.

In responding to a concern regarding the possible outcome of Brexit in terms of substantial cost rises and accessibility to basic medicines, due to shortages, the Interim Chief Officer said that Officers were already having discussion on Brexit and the ongoing pandemic in this regard. He said that the focus was currently on COVID-19 but Officers were working on recovery and planning as a whole. He said that Brexit needs to be factored into this and managers had been contacted to see if any service is EU funded and to identify any financial risk to those services. The Interim Chief Officer said that there will continue to be more issues that will affect the recovery plan but there was no way of knowing what those would be and therefore it was difficult to plan at a service and financial level.

In terms of a timeframe for the recovery plan, the Interim Chief Officer advised that seminars would be arranged with a view to reporting to the next ordinary meeting scheduled for 10 December 2020. The Chair said that there was no guarantee how the IJB will manage if the COVID-19 costs are not covered by the Scottish Government.

Reference was made to paragraph 4.15, the Interim Chief Officer confirmed that the Project Management Office would be now be recruited to. The Public Health and Planning Principal added that project officers would be recruited to assist with the work on redesign. The Director of Corporate Services explained that that there had been discussion around this at the Council's Corporate Management Team and she and the Interim Chief Officer are to meet so that the Project Management Office can dovetail with the project management of the Council, in order to work together. She explained that

	<p>the Council's change programme is linked to the recovery framework which is linked to the Shetland Partnership Plan. The Director of Corporate Services advised that the key officer in the Council is Mrs Edwards, Executive Manager – Change Programme and staff are being pulled together to focus on project management activities.</p> <p>The Chair said that it was important to move forward in a joined up way and there was an opportunity here to progress redesign at pace, to achieve better outcomes.</p> <p>Mrs Macdonald moved that the IJB approve the recommendations contained in the report, and the IJB unanimously agreed.</p> <p>In response to a further question, the Interim Chief Officer confirmed that the Strategic Planning Group would meet again and the Public Health and Planning Principal was considering who needs to be involved. He said that a review of the plan, direction and guidance would be done.</p> <p>During debate the concern was again expressed regarding the cost of COVID-19 and the lack of political representation at forthcoming negotiations. It was highlighted that in the hierarchical structure those entering into negotiations are subordinates of those they are negotiating with. It was stressed that this matter would be revisited following the outcome of negotiations, if the desired result was not achieved.</p> <p>At the invitation of the Chair, the Public Health and Planning Principal advised that she was confident in terms of the conversations with the Scottish Government. It was noted that the first iteration of remobilisation was looked at favourably and that there had been praise for only asking for what is considered reasonable costs. It was acknowledged that there was no guarantee that the Scottish Government would provide all that was sought but she had less concern than that expressed today. The Chief Financial Officer echoed these comments and advised that the IJB would have broken even if it were not for COVID-19. He said it would be harsh if the costs are not recovered but until the discussions are concluded he could not guarantee the outcome.</p>
<b>Decision</b>	<p>The IJB:</p> <ul style="list-style-type: none"> <li>• NOTED the Management Accounts for the period to 30 June 2020.</li> <li>• INSTRUCTED service managers, through the Chief Officer, to develop a Recovery Plan to address the forecast overspend on the NHSS arm of the budget.</li> </ul>

<b>Report No. CS-17-20-F</b>	<p>The IJB considered the annual report by the Interim Chief Social Work Officer.</p> <p>The Interim Chief Social Work Officer introduced the report and advised that the report provides an overview of social work and social care services across the Childrens Services Directorate and the Community Health and Social Care Partnership. She commented on the each of the 5 main areas within the report including Governance and Accountability, Service Quality and Performance, Resources, Workforce and Covid 19. The Interim Chief Social Work Officer drew attention to the performance ratings of “Very good” and “good” at appendix 2 and the low numbers of delayed discharges. She reported on workforce development training and the challenges in terms of recruitment and on the way that staff have worked together across services to provide advice and support to the Shetland Community in particular during COVID-19. The Interim Chief Social Work Officer took the opportunity to thank all staff for their hard work and commitment particularly over the past few months.</p> <p>The Chair welcomed the detail in the report and added her thanks to the staff involved within the services reported on.</p> <p>In responding to a question, the Interim Chief Social Work Officer said that she would ask the Executive Manager - Adult Social Work to provide an update report/seminar on Community Led Support by December 2020.</p> <p>In considering the impact of COVID-19 on other organisations, reference was made to the spike in domestic abuse and Officers were asked how joined up the work of the IJB in this area and how well these services are funded. The Interim Chief Social Work Officer said that these organisations would say they do not have enough funding. She advised that these services are undergoing redesign and have received funding for administrative support. The Interim Chief Social Work Officer advised that staff were working across services to provide support for domestic abuse cases but there was always a waiting list. It was acknowledged by the IJB that there are areas like domestic abuse and drug and alcohol abuse that may see more pressure and this was a strand that was important to keep going.</p>
<b>Decision</b>	<p>The IJB CONSIDERED and NOTED the Annual Report from the Chief Social Work Officer.</p>

<b>21/20</b>	<b>Appointment to the IJB Audit Committee</b>
<b>Report No. GL-21-20-F</b>	<p>The IJB considered a report by the Executive Manager – Governance and Law that sought to appoint one Council appointed voting member as a member of the IJB Audit</p>

	<p>Committee.</p> <p>The Executive Manager – Governance and Law introduced the report.</p> <p>Mr McGregor proposed Mr J Fraser, and Mrs Cornick seconded.</p> <p>Mr Fraser accepted the appointment.</p>
<b>Decision</b>	The IJB APPOINTED Mr Fraser, IJB Voting Member, as a member of the IJB Audit Committee.

<b>22/20</b>	<b>Strategic and Operational remobilisation and recovery planning presentation</b>
<b>Report No. CC-26-20-F</b>	<p>The IJB considered a report by the Interim Director of Community Health and Social Care that provided an update and overview of the current position in relation to recovery and re-mobilisation of services and risks during the Covid-19 pandemic.</p> <p>Before the introduction by the Interim Chief Officer, clarification was sought from Mr Fraser on why the IJB, as strategic decision maker, was being asked to note the report and not approve the Plan. He said that he was minded to move that the report be deferred to a future meeting to allow presentation of a report seeking the approval of the IJB.</p> <p>The Interim Chief Office advised that this was an operational plan to facilitate the information into the remobilisation of services. He said that it in no way alters the strategic direction of the IJB. He explained that since March 2020 the Scottish Government had asked, at short notice, for three iterations of the mobilisation and re-mobilisation plans with a three week turn around in each case. He said that these plans do not form part of the normal planning cycle but sits outside that. He said that operationally the Health and Social Care staff and Managers are very involved in this process and it fits with the direction of the IJB's overall Joint Strategic Commissioning Plan.</p> <p>The Director of Corporate Services referred to the Council's approach and explained that given the current situation due to COVID-19 that Council had just considered a lengthy report by the Executive Manager – Governance and Law on the activities that had to be carried out in short order as a result of the Scottish Government dictates. She said that clearly the IJB, through the Public Bodies Act, has to have oversight and provide direction and it would be desirable to have been more involved but, these are unprecedented times that had contributed to this situation. The Director of Corporate</p>

Services advised that in considering the presentation today it would be appropriate for the IJB to note and comment, advise and discuss and take account of the planning to be done shortly by the Strategic Planning Group. She said that a request could be made for a report with more detail, in due course, but it was important to understand that Officers had to react quickly without as much recourse as there may have been in the past.

The Executive Manager – Governance and Law spoke in support of the previous comments and advised that his report to Council provided detail on the level of decision making undertaken during the emergency response phase. He said however that it was important for the IJB to understand how to translate the operational activity into Directions for the NHS and SIC as it gets into setting what the IJB expects to have responsibility for. He suggested that the report that the IJB may wish to call for would be able to advise the IJB where their full expectations may not have been delivered and what actions are required, or what changes to Directions may be needed.

In responding to further concerns by Mr Fraser on the process to be followed the Executive Manager – Governance and Law explained that the report invites Members to note its contents, but as with any report, Members have the opportunity to make other lawful decisions and in this instance the recommendation can be added to for another report be presented. He said that would provide Members with more scrutiny and challenge at that time.

The Interim Chief Officer proceeded to present his slide presentation, attached as Annex A. The slide presentation set out the Recovery Planning for NHS Shetland and the Health and Social Care Partnership as follows:

- Recovery Goals
- Timeline for Planning phases
- Recovery Plan framework
- A spreadsheet that compiled data that provides an example of an operational plan.
- Priorities for recovery
- Learn, Adapt, Change = Renewal
- Critical success factors
- Current Status
- Strategic Risk
- Financing Remobilisation

During questions the Vice-chair commented that it was clear from the presentation that the service recovery planning was being undertaken but she shared the concerns raised earlier. She said that the operational issues inform the strategic decisions the IJB make and she supported the suggestion of a

	<p>further report that included details on costings.</p> <p>The Interim Chief Officer advised that a further report would be presented to the December meeting of the IJB and that it would include impacts on directions and details on costings. He also agreed that his presentation slides would be issued following the meeting.</p> <p>The Interim Depute Chief Officer advised that it may not have been conveyed as clearly as required, but the Directions presented in July covered a number of the points raised in the presentation. She said the preparation of the Directions to be presented to the IJB on 24 September largely covers the reset of the presentation. The Interim Depute Chief Officer said that she took on board the comments and the report in December would clearly tie all these matter together so that the IJB has sufficient opportunity to scrutinise further.</p>
<b>Decision</b>	<p>The IJB NOTED the content of the presentation which provided an update and overview of the current position in relation to recovery and re-mobilisation of services and risks during the Covid-19 pandemic.</p>

<b>23/20</b>	<b>IJB Business Programme 2020 and IJB Action Tracker</b>
<b>Report No. CC-27-20-F</b>	<p>The IJB considered a report by the Interim Chief Officer that presented the IJB Business Programme for 2020 and IJB action Tracker that enabled the Board to consider the planned business to be presented during the financial year to 31 March 2021.</p> <p>The Interim Chief Officer introduced the report and during the discussion the following actions/changes were agreed by the IJB:</p> <p><b>Action Tracker:</b></p> <ol style="list-style-type: none"> <li>1. Primary Care Improvement plan to be reported on following a seminar, to the December meeting.</li> <li>2. Seminar to be held on Risks and Risk Register.</li> <li>3. Close this action and open new action with new date specific action of recovery plan.</li> <li>4. Remove this action and include within action on recovery planning.</li> <li>5. Pharmacy Report – will come back for consideration under review of scheme of integration – keep on action tracker.</li> <li>6. Briefing complete, remove from action tracker.</li> </ol>



## **Business Programme Changes:**

Quarter 3: typo change 10 November to 10 December.

24 September:

- Proposal to record IJB meetings

10 December:

- Community Led Support
- Recovery Planning
- Update on Financial Recovery Planning
- Shetland Drug and Alcohol Annual Report
- Update report on Strategic Planning Group and Scheme of Integration

Planned Business still to be scheduled:

- Communications Strategy Update

During questions the Chair asked that a report be presented in September to discuss and decide on the recording of meeting. The Interim Chief Officer advised that he would engage with the Council's Corporate Management Team as they had been through this process and to see if that timeframe would work. The Executive Manager – Governance and Law advised on the temporary measures put in place for the Council to record and publish Council meetings following a notice of motion from Members. He said that the current use of Microsoft Teams is being treated as a pilot to inform a bigger project that requires investment. In referring to the September meeting he reminded the IJB that this was a special meeting for the presentation of the final accounts with the addition of the Directions report. The Executive Manager – Governance and Law said that the benefits of the Council's interim solution could be shared with the Interim Chief Officer as well as providing Corporate support. He said that this may be the most useful and efficient way of the IJB moving forward rather than the IJB identifying a solution in isolation.

During further discussion it was also acknowledged that the Council's new beta website will go live next month and the Director of Corporate Services explained how it is possible to host outside organisations including the Shetland Partnership through this site whilst the appearance is standalone. She said that in terms of live streaming and recording meetings, the Council's ICT team are working closely with the NHS ICT team to do this in a joined up way, finding the best solution across all three agencies. She said that there was a commitment to support that process and the website, but that the ability to host others on the website is imminent.

It was also noted that the IJB already has integrated annual

	<p>reports and it would also be useful to have integrated annual ICT reports.</p> <p>Reference was made to the IJB Communications Strategy and whether it needed to be updated. The Interim Chief Officer said that he would look into that and how best to invigorate it to align with the discussions around Health Improvement and client participation strategy.</p> <p>Workforce Planning was highlighted as an area to be monitored to ensure that there is a sustainable workforce across all areas. It was suggested that that this would be a big piece of work as there are so many areas that would be in trouble if recruitment and retention is not in place. The Interim Chief Officer explained that future Directions will include a dedicated workforce section to flag up issues in order that they can be tackled. That could then be formulated into a partnership workforce plan. By using the process for Directions all services have the opportunity to identify any issues and the directorate team would link in with an overarching workforce plan from NHS and SIC sides. The Public Health and Planning Principal added that it was her ambition for there to be an integrated workforce plan and it was essential to have long term integration in all areas.</p>
<b>Decision</b>	<p>The IJB:</p> <ul style="list-style-type: none"> <li>• RESOLVED to approve its business planned for the financial year to 31 March 2021 (Appendix 1); and</li> <li>• REVIEWED the IJB Action Tracker (Appendix 2).</li> </ul>

The meeting concluded at 12 noon.

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Chair