



Minutes of a meeting of the **Integration Shadow Board** held on Monday 30 June 2014 at 2.00pm in the Council Chamber, Scottish Borders Council

**Present:**  
Cllr C Bhatia  
Cllr S Aitchison  
Mrs P Alexander  
Mr D Davidson  
Dr J Kirk  
Dr S Mather  
Cllr J Mitchell  
Cllr F Renton  
Dr D Steele  
Dr S Watkin

**In Attendance:**  
Mr C Campbell  
Miss I Bishop  
Mrs C Gillie  
Mrs E Rodger  
Mrs S Manion  
Mrs M Brotherstone  
Mrs J McDiarmid  
Mr D Robertson  
Mrs J Davidson  
Mrs A Cronin  
Mrs J Wilkinson

### 1. **Apologies and Announcements**

Apologies had been received from Cllr Jim Torrance, Cllr David Parker, Mrs Tracey Logan, Mrs Elaine Torrance, Dr Sheena MacDonald, Mrs Fiona Morrison, Mrs Jenny Miller, Mr Andrew Leitch, Mr James Lamb and Mr Philip Lunts.

The Chair confirmed the meeting was quorate.

The Chair welcomed Mrs Mandy Brotherstone and Mrs Amanda Cronin to the meeting who were speaking to various items on the agenda.

### 2. **Declarations of Interest**

The Chair sought any verbal declarations of interest pertaining to items on the agenda.

The **INTEGRATION SHADOW BOARD** noted there were none.

### 3. **Minutes of Previous Meeting**

The minutes of the previous meeting of the Integration Shadow Board held on 28 April 2014 were approved.

#### **4. Matters Arising**

4.1 **Care and Clinical Governance:** Mr David Davidson enquired when the Short Life Working Group would report back to the Integration Shadow Board. Mrs Evelyn Rodger advised she would be happy to bring an outcome report to the next meeting.

The **INTEGRATION SHADOW BOARD** agreed to receive the outcome report from the Care & Clinical Governance short life working group.

The **INTEGRATION SHADOW BOARD** noted the action tracker.

#### **5. Update on Change Fund Projects Exit Strategy**

Mrs Jane Davidson gave an overview of the content of the paper highlighting that the Change Fund had been established to test new models of care and to support the acceleration of work to shift the balance of care. The Borders approach to allocation of funding had been to approve projects that demonstrated a strategic fit, effective project management and a potential return on investment that would allow the release of resources to support the service on a recurring basis. All but one project had been closed or mainstreamed.

Dr Doreen Steele enquired if the Connected Care project was continuing. Mrs Davidson confirmed that it was and that this was the 2013/14 outturn position. She further advised that she would bring an Outturn report to the Board at the end of the year 2014/15.

Cllr Catriona Bhatia noted that there had been a significant budget pressure in relation to Housing, specifically the provision of Extra Care Housing. She clarified that it was not the responsibility of the Change Fund to resolve that budget pressure as it would fall solely to Scottish Borders Council to address. Mrs Davidson confirmed that that position had been supported by the Reshaping Care Board.

The **INTEGRATION SHADOW BOARD** agreed to receive a further Change Fund report at the end of the financial year.

The **INTEGRATION SHADOW BOARD** noted the update.

#### **6. Arms Length Organisation Business Case**

Mrs Jeanette McDiarmid advised that the report before the Board detailed the key findings of the Business Case that had been developed to consider the benefits for the Council of setting up a Council wholly owned company for the direct provision of Adult Care Services. The range of services proposed for inclusion included; Care at Home, Residential Care, Extra Care Housing, Bordercare, Older People Day Services, Learning Disability Services and the Borders Ability Equipment Store. All of those services were Council Services, apart from the Joint Equipment Service which was a joint service with NHS Borders and a proportion of that budget came from NHS Borders. A discussion was required between both parties in regard

to the Joint Equipment Service. The total identified budget for those current services amounted to £16.9m.

Mrs McDiarmid advised that the business case had been presented to Scottish Borders Council at its meeting held on 26 June where it had been agreed to progress the initiative and present further information to the October meeting of Scottish Borders Council. She clarified that the financial reports for the Arms Length Organisation (ALO) would be received by the Joint Integration Board.

Cllr Francis Renton advised that she was content with the direction of travel the Council was taking in regard to the provision of Adult Care services through the Arms Length Organisation model. She clarified that it was not a privatisation of services and would be a wholly owned Scottish Borders Council company. Cllr Renton clarified that if for any reason the Arms Length Organisation did not work it would be pulled back into Scottish Borders Council.

Dr Doreen Steele commented that she was concerned about the Limited Liability Partnership (LLP) model especially in relation to set up costs and profits. She suggested that Local Authorities could establish LLPs but only with another partner as 2 members were required for an LLP. She enquired if any profits would be reinvested into the LLP, Joint Integration body or Scottish Borders Council services.

Mr David Robertson advised that the LLP model followed the Glasgow model which was the cordial model of a 2 company structure. He confirmed that the structure was acceptable to Her Majesty's Revenue and Customs (HMRC) in avoiding corporate tax issues and remained in line with VAT legislation.

Mrs McDiarmid advised that the consultants that had been commissioned to progress the LLP had previously been involved in LLPs in England and Scotland. She further confirmed that the £5.6m net financial benefit to the Council took into consideration the set up costs and running costs on an annual basis.

Cllr Catriona Bhatia explained that profits or losses from the LLP would flow to Scottish Borders Council and whilst she might expect them to be reinvested in the Social Work budget it was possible that Scottish Borders Council might invest them into other services.

Dr Steele was assured by Cllr Bhatia that the set up costs, running costs, profits, losses and any consequential losses of the ALO would be borne solely by Scottish Borders Council and would not impact on NHS Borders finances or on the new Adult Health & Social Care partnership.

Cllr John Mitchell commented that from a political perspective all parties had been supportive in principle of the ALO.

Mr David Davidson sought assurance with regard to sustainability of services to users in terms of business continuity should the ALO fail. Cllr Renton commented that the ALO paperwork was only being shared with the Board for noting and with all due respect was not for the Shadow Integration Board to comment on or question.

Cllr Bhatia confirmed that Scottish Borders Council had business continuity plans for all of its services. In relation to cost she advised there was a 60:40 mix of private providers and council services.

Mrs Pat Alexander explained that as a member of NHS Borders Board she was duty bound to look for assurance about the impact of any proposals on NHS services and she sought assurance that there would be no detrimental effect on joint services and delayed discharges. Cllr Bhatia gave assurance and advised that one of the outcomes of the ALO was to improve performance for delayed discharges.

Mrs McDiarmid advised that due diligence was still being worked through at present and would be detailed in the report to Council in October.

Mr Robertson highlighted that Self Directed Support (SDS) would potentially impact on social work and council services and by association the partnership.

The **INTEGRATION SHADOW BOARD** agreed to receive the finer detail of the LLP and specifically confirmation of the partners in the LLP.

The **INTEGRATION SHADOW BOARD** agreed to receive a seminar on the current mix of home care provision and the impact of self directed support on current and future services.

The **INTEGRATION SHADOW BOARD** noted the report.

## **7. Early Years Collaborative Progress Report**

Mrs Mandy Brotherstone gave an overview of the progress report and highlighted several key areas including: the 3 work streams looking at the first 5 years of life; 2 additional work streams to include children aged 5-8 years and 8-18 years; Early Years Collaborative (EYC) members established in multi agency working groups; pioneer sites and the Improvement Advisory role.

Mrs Amanda Cronin tabled and spoke to the EYC performance scorecard for May 2014 and a jargon buster leaflet. She advised that data was being gathered on individual tests of change. Mrs Cronin also spoke of the website.

Dr Stephen Mather enquired if the website was for professionals and the public. Mrs Cronin confirmed that it was for professionals in the first instance with the intention to make it public facing.

Dr Simon Watkin sought clarification on whether the objectives of workstreams 1 and 2 had been achieved. Mrs Cronin confirm that workstream 1 had been achieved and the challenges of achieving workstream 2 were being addressed.

Dr Watkin enquired in regard to the PDSA methodology if they were exceptional variations. Mrs Cronin confirmed they were and added that the improvement aims and methods were nationally selected, however it was for local collaboratives to select the areas they would progress.

Mr Calum Campbell requested the run charts be updated to reflect the current position.

Mrs Jane Davidson commented that whilst progress had been made it was important to clarify that there was still work to do in regard to drilling down further especially in terms of inequalities. She also corrected Mrs Cronin's statement and affirmed that the objectives of workstreams 1 and 2 had not been achieved although on the surface there appeared to be an improving trend.

Dr Jonathan Kirk enquired in regard to data collection if any further support was required. Mrs Brotherstone commented that NHS Borders Planning and Performance team were currently collecting and analysing the data.

Cllr Sandy Aitchison queried the presentation of the data on the performance scorecard. Mrs Cronin advised that it related to yearly figures for children requiring support. She noted the presentation of the information on the scorecard was incorrect and commented she would address it moving forward.

The **INTEGRATION SHADOW BOARD** agreed to receive a further update report on progress in six months.

The **INTEGRATION SHADOW BOARD** requested the link to the website be circulated to them.

The **INTEGRATION SHADOW BOARD** agreed to receive the revised performance scorecard report.

The **INTEGRATION SHADOW BOARD** noted the report.

## **8. Programme Highlight Report**

Miss Iris Bishop gave an overview of the programme highlight report advising that it summarised the main progress made during May and June, the risks and issues that might affect the programme and the work and activity planned for the next reporting period.

Miss Bishop commented that at Scottish Borders Council's Full Council meeting held the previous week members had agreed to delegate authority to the Integration Shadow Board to provide a response to the regulations for Adult Health & Social Care Integration. The consultation had been released to both SBC and NHS Borders and the third sector and a joint response would be developed during the week of 21 July for approval by the Integration Shadow Board on 4 August.

The **INTEGRATION SHADOW BOARD** noted the report.

## **9. Chief Officer Appointment Update**

Mr Calum Campbell advised that Susan Manion had been appointed as Chief Officer of the Integration Adult Health & Social Care Board and would commence in post on 14 July 2014.

Mrs Susan Manion advised that she was working through her induction programme and thanked the Board for inviting her to attend the meeting ahead of her appointment.

The **INTEGRATION SHADOW BOARD** noted the update and welcomed Susan Manion's appointment.

#### **10. Monitoring of the Shadow Integrated Budget 2014/15**

Mr David Robertson advised that the report was to provide the Shadow Board a budget monitoring statement for the Partnership's Integrated Budget based on actual expenditure and income to 31 May 2014 as well as explanations of the major variances between projected outturn expenditure/income and the current approved budget.

The Partnership was projecting a balanced position for 2014/15, although at such an early stage in the financial year, there were a number of factors which would require ongoing management to ensure that position was delivered at 31 March 2015.

Mr Robertson highlighted several key points including: overspends in the Joint Learning Disability service of £60k; £14k in the Joint Mental Health service; £261k in Older People's services and £420k in the Physical Disability service. He advised of a managed underspend of £527k in generic services and reminded the Board of the volatile nature of prescribing budgets for which limited information was available to date.

Cllr Sandy Aitchison noted the £527k saving on generic services and enquired what they were. Mr Robertson explained that they were a range of budgets held centrally in relation to demographic growth that had not been allocated at present.

Cllr John Mitchell assured the Board that he met with Mr Robertson on a weekly basis and any budgetary problems would be highlighted at an early stage.

Cllr Catriona Bhatia enquired about the robustness of recouping costs for the provision of care home places. Mr Robertson advised that there were procedures in place to recoup costs from individuals, however they required reviewing and revising to ensure consistency and robustness in moving forward.

The **INTEGRATION SHADOW BOARD** noted the budget monitoring report.

The **INTEGRATION SHADOW BOARD** noted the key areas of identified pressure and proposed remedial actions be put in place to enable a balanced outturn position at 31 March 2015 to be projected at this time.

#### **11. Health and Social Care Integration Partnership Budgets**

Mrs Carol Gillie advised that the Partnership had agreed the scope of the integrated budget, however since that agreement was reached further legislative consultation documentation had been produced which recommended some services must be included in the integrated budget which were not part of the initial scope. Assessment criteria for reviewing those

services were designed and a workshop was held in early June to undertake the assessment of services against those criteria.

The findings recommended that the initial scope be extended and a number of additional services be included in the integrated budget and in addition some services would be reported to the partnership on a notional/information basis and included in the strategic plan. The definition of the services within the notional/information budget was still to be finalised. Prior to April 2015 the scope of the integrated budget should be revisited by the Integration Shadow Board.

Mr Calum Campbell enquired if it was more than a notional/information budget for example activity would be included. Mrs Gillie confirmed that whilst the report was focused on the financial aspects, activity would be included as part of the strategic plan.

Mrs Pat Alexander enquired where childrens' services fitted into integration. Mrs Gillie commented that the proposal was about what was mentioned in the consultation documents linked to the legislation where the focus was on older adult services. She asked the Board to note that only where it was not possible to disaggregate children's services for the service as a whole those would be included.

Cllr Catriona Bhatia reminded the Board that it carried the remit of the Community Health & Care Partnership Board within its role at present and therefore childrens services would report to it this year.

Dr Simon Watkin spoke of the difficulties of disassociating planned care from unplanned care and asked that as much as possible be included within the scope.

Mr David Davidson enquired about the timeline for further regulations from the Government. Mrs Gillie advised that the consultations were due to close in August and it was expected that the Government would release its revised guidance in the autumn. She assured the Board that the joint financial teams were working towards the go live date of 1 April 2015 for joint financial arrangements.

The **INTEGRATION SHADOW BOARD** agreed the following services be included in the integrated budget for 2014/15 - Housing services aids and adaptations, Bordercare, Night Support, Sexual Health, Public Dental Services, Community Pharmacy, Continence Services, Immunisation, Smoking Cessation, Patient Transport, Accommodation costs and Resource Transfer.

The **INTEGRATION SHADOW BOARD** agreed the following services form part of the notional/information budget of the partnership and be included in the strategic plan – Unplanned inpatients within the BGH, Adult protection and domestic abuse, A&E, GP Out of Hours, Care of Older People within the BGH, Home Dialysis, Public Health, Screening, Audiology, Community Midwifery, Welfare Services, Infection Control, Specialist Nurses, Emergency Planning, Health Living Network, Patient Safety Programme, Pharmacy, Visual Aids, Non Cash Limited Services (general dental practitioners, opticians and community pharmacists), Palliative Care, Payments to Voluntary Bodies, Equality and Diversity, Health

Promotion and Public Involvement. These would be reported to the Shadow Board as relevant to the integrated service provision in scope.

The **INTEGRATION SHADOW BOARD** agreed to revisit the scope of the integrated budget significantly prior to 1<sup>st</sup> April 2015.

**12. Any Other Business**

There was none.

**13. Date and Time of next meeting**

The Chair confirmed that the next meeting of Integration Shadow Board would take place on Monday 4 August 2014 at 2.00pm at NHS Borders in the Board Room, Newstead.

*The meeting concluded at 3.30pm.*