

Argyll & Bute HSCP Finance & Policy Committee

Tuesday, 10th September 2019 at 2pm in Committee Room 1

Present

Joanna MacDonald (Chair)	Chief Officer, HSCP
Liz Higgins	Lead Nurse
Donald Watt	Interim Head of Adult Services West
David Forshaw	Principal Accountant Social Work
Judy Orr	Head of Finance and Transformation
Linda Currie	Lead AHP
Morven Moir	Acting Head of Finance
Mandy Sheridan (for Alex Taylor)	Service Improvement Officer Children & Families
Councillor Kieron Green	IJB Chair
Sarah Compton Bishop (Audio)	Vice Chair, IJB
Councillor Gary Mulvaney	IJB Board Member
Fiona Broderick (VC)	Staff Side

In attendance

Charlotte Craig	Business Improvement Manager
Irene Luke	PA (minutes)

Apologies

Professor Boyd Robertson	Interim Chair NESH
Stephen Whiston	Head of Strategy, Planning & Performance
George Morrison	Deputy Chief Officer
Alex Taylor	Head of Children & Families
Jim Littlejohn	Interim Head of Adult Services East
Alison McGrory	Acting Associate Director for Public Health
Kevin McIntosh	Staff Side

		Action by
1.	<p>Welcome and Introduction</p> <p>Joanna welcomed everyone to the first meeting of the Finance and Policy Committee under the revised monthly schedule.</p> <p>Introductions were made around the table and on VC.</p> <p>Apologies were noted as above.</p> <p>It was noted that Heather Grier had stepped down from her position as IJB member.</p>	
2.	<p>Draft Minutes of 25 July 2019</p> <p>Minute was agreed as accurate.</p> <p>Charlotte has arranged and circulated monthly meeting dates.</p>	
3.	<p>Action Log</p> <p>Updated Action Log was circulated to the Board. Charlotte reported no actions currently outstanding.</p> <p>Kieron suggested timescale against item 17(Engagement Specification for budget setting proposals 2020-21) should be amended to 1/11/19.</p> <p>Judy agreed this timescale was achievable. Amendment agreed.</p>	CC
4.	<p>Budget Monitoring Report</p> <p>Joanna introduced this item and whilst reminding that the Board was a private meeting, encouraged frankness and challenge to promote collective discussion.</p> <p>Budget Monitoring Report as at 31 July 2019 & Appendices circulated to the Board. Judy provided an overview and highlighted:</p> <p>Year to date overspend of £0.435m as at 31 July 2019. This consists of an overspend of £0.933m within Social Work delivered services offset by a year to date underspend of £0.498m within Health.</p> <p>Judy was in a position to provide a verbal update that work to improve profiling should reflect a slight improvement in Social Work overspend in August reporting.</p> <p>The forecast outturn position for 2019-20 is an overspend of £2.137m. This consists of an overspend of £1.932m within Social Work delivered services and a year to date overspend of £0.205m within Health.</p>	

	<p>The above forecast is reported with the caveat of assumed 50% delivery of unachieved savings which is reflected in report appendices.</p> <p>Appendix 3a – Savings achieved and forecast as at 31 July 2019 Appendix 3b – Unachieved savings action tracker</p> <p>The Integrated Joint Board at their meeting on 7th August 2019 agreed an additional £700k of savings. To date £62k in delivery of all savings has been recorded. It is accepted that although the position has improved slightly, further work is required to exhilarate the pace of change and delivery of identified savings.</p> <p>There was discussion around required actions to address and improve the shortfall in 4 key areas. Learning Disability Services, Older People Services, Physical Disability Services and Health Adult Services West.</p> <p>Learning Disability Services saving target of £814k is unlikely to be delivered this year. This is a significant contributor to the forecast. The review of sleepovers has not reduced sufficiently and suitably skilled resource has not yet been identified to support targeted work.</p> <p>A Short Life Work Group has been established to provide direction to the Steering Group on the re-modelling of community services. Kintyre Community Team work has been completed and will progress to Staff Liaison Group for approval. Some further work is required to establish Oban and Mid Argyll Community Teams.</p> <p>Lead Nurse/Head of Service/Associate Medical Director are undertaking focused work in Oban to address staffing issues and the use of agency.</p> <p>Morven provided a verbal update for Health advising that the year to date position to end of August has worsened slightly from previous reporting due to implications of Paid As If At Work overtime arrears. For the same reason, there is a predicted deterioration in yearend forecasting but not significant. Reports will be available later this week.</p> <p>Actions: Proposal to engage Service Improvement resource to provide an increased focus on improvements and delivery of savings within Learning & Disability Services to be progressed.</p> <p>Item 1819-25 narrative to be amended to reflect confidence expressed by Locality Manager Cowal & Bute that some savings can be achieved this year.</p>	
5.	<p>Financial Recovery Plan September 2019</p> <p>Financial Recovery Plan Report was circulated to the Board. Judy provided overview and highlighted:</p> <p>Further review of progress on delivery of savings indicates that the financial recovery plan approved by the Integrated Joint Board on 7 August 2019 will be insufficient to achieve financial balance.</p> <p>The report identified new Social Work savings for consideration of the</p>	

	<p>Quality & Finance Board prior to recommendation to the Integrated Joint Board. Judy highlighted saving 3b which is not recommended by SLT and advised further detail is required around saving 9.</p> <p>Clarification was sought as to the rationale for the changes to the recovery plan approved by the Integrated Joint Board in August.</p> <p>It was advised that further review of progress towards achievement of savings had identified risk around savings and highlighted the need to reinvigorate efforts. Taking advantage of opportunities to change and consider what can be done differently provides the HSCP with the potential to return the forecast to a break even position.</p> <p>It was accepted that savings must be fully scrutinised before recommendation to the Integrated Joint Board. To provide the Integrated Joint Board with the assurance that identified savings can be achieved, the recovery plan should be updated to identify responsible officers and timeframes.</p> <p>The Board discussed in detail the new Social Work savings identified and with the removal of item 3b approved the recommendations going forward to the Integrated Joint Board.</p> <p>It was noted that Staff Side do not support transfer of services to the private sector.</p> <p>Actions: Item 3.2.2 - review phraseology to reflect detailed work has highlighted risk around savings and the need to reassess how services are delivered.</p> <p>Two additional Columns to be added to the Financial Recovery Plan to identify who is responsible for delivery of each item and timescales.</p> <p>New Action No 3b to be removed</p> <p>New Action No 9 to be clarified with Jim Littlejohn</p>	JO
6.	<p>Financial Risk Report Appendix 1 Financial Risks Report Sept 2019</p> <p>Papers were circulated to the Board which have addressed the Integrated Joint Board's request for risks to be quantified according to likelihood and impact.</p> <p>Five new risks have been added since last reporting. No risks have been removed. There are 37 risks identified in total with a potential adverse impact of £3.5m which is not included in the financial forecast.</p> <p>Action: The Board agreed to re-word risk around potential inflationary increase in cost of contracted services above Scottish Living Wage and to re-state this as a risk that "Third sector commissioned services cannot be delivered within the current budgets".</p>	JO

7.	<p>Budget Outlook 2020-21 to 2022-23 Appendix 1</p> <p>Papers circulated reflect the £700k additional saving agreed by the Integrated Joint Board in August 2019. Mid-range scenario, the Health and Social Care Partnership budget gap estimated over the three year period 2020-21 to 2022-23 is £19.915m with a gap of £8.249m in 2020-21.</p> <p>Assumptions will be updated and refined as the year progresses.</p> <p>Actions: Brief paper on Project Management Office work to be presented to the next meeting of the Quality & Finance Board</p>	
8.	<p>Integrated Year to Date Financial Reporting</p> <p>Report circulated which presents options for improvements to reporting of the social work year to date financial position to the IJB, Council and HSCP Management Teams.</p> <p>David advised following a review of current processes an option to deliver improved financial reporting and efficiencies had been identified which can be implemented in two stages.</p> <p>The Board agreed to accept David's recommendation and that a shortened version of the report, with the agreed recommendation, should be presented to the Integrated Joint Board at their meeting in November for noting.</p> <p>Actions: Report to Integrated Joint Board for noting at November meeting.</p> <p>Staff Consultation on change in processes</p> <p>Improvement in process to be communicated to public and press.</p>	DF
9.	<p>NHS GG & C SLA dispute Update</p> <p>Joanna advised a meeting has been scheduled with NHS GG & C on Tuesday, 17th September 2019 to discuss the offer agreed by the Integrated Joint Board. NESH Chief Executive is supporting and Audit Scotland is aware of discussions.</p> <p>It is hoped that a resolution can be achieved soon.</p>	
10.	<p>Colocation Update</p> <p>Colocation Update Report was circulated. Charlotte provided overview.</p> <p>Phase 1 of the Mid-Argyll Project is complete with Corporate and Finance staff now relocated to Kilmory and Whitegates.</p> <p>Phase 2 – Charlotte has taken over project management of this phase.</p>	

	<p>Lessons learned from Phase 1 will be considered and a core team with responsibility for taking phase 2 forward will be established to ensure that the appropriate governance is in place and all stakeholders are engaged.</p> <p>In the interim discussions are taking place with the 13 staff remaining in Aros with day-to-day business requirements being gathered. A plan to relocate staff to a central area is being developed to provide staff with a safe area to undertake their role.</p> <p>Oban colocation has established working groups to co-design service delivery including staff, service users and families.</p> <p>Lynnside day centre has now been agreed and the team are reviewing service continuity during building works to be shared with the Care Inspectorate.</p> <p>Lorne Resource Centre is still in the planning stage.</p>	
11	<p>AOB:</p> <p>No other business was raised.</p> <p>Joanna thanked members for the level of information shared and advised that HSCP officers can be contacted at any time, out with meetings, if further information is required.</p>	
	<p>Date of next Meeting</p> <p>29th October 10am-12pm, J05-J07, MACHICC</p>	