

INTEGRATION JOINT BOARD

BY SKYPE, 21 JULY, 2021

Integration Joint Board Members:

Mrs R Atkinson, (NHS Grampian) (Chair); Councillor A Stirling (Vice Chair); Ms A Anderson (NHS Grampian); Mrs J Duncan (NHS Grampian); Ms R Little (NHS Grampian); Councillor G Reynolds, Councillor A Ross; Councillor D Robertson; and Ms S Webb (NHS Grampian).

Integration Joint Board Non-Voting Members:

Mr D Hekelaar, Third Sector Representative (Items 5 to 15); Mrs I Kirk, UNISON; Mrs J McNicol, Nursing Lead Advisor; Ms P Milliken, Chief Officer, Aberdeenshire Health and Social Care Partnership; Mr S Reary; Mr A Sharp, Chief Finance Officer, Aberdeenshire Health and Social Care Partnership.

Officers: Mrs J Howie, Ms C King, Ms A Macleod, Mr R McGregor, Mr M Simpson Mr N Stephenson and Ms S Strachan, Aberdeenshire Health & Social Care Partnership; Mrs K Davidson, Mrs J Raine-Mitchell and Mrs A McLeod, Aberdeenshire Council.

Apologies: Councillor W Howatson, Ms F Culbert, Carers' Representative and Ms A Mutch, Public Representative.

1. DECLARATION OF MEMBERS' INTERESTS

The Chair asked for Declarations of Interest. No interests were declared.

2A. STATEMENT OF EQUALITIES

In making decisions on the following items of business, the Joint Board **agreed**, in terms of Section 149 of the Equality Act, 2010:-

- (1) to have due regard to the need to:-
 - (a) eliminate discrimination, harassment, and victimisation;
 - (b) advance equality of opportunity between those who share a protected characteristic and persons who do not share it; and
 - (c) foster good relations between those who share a protected characteristic and persons who do not share it: and
- (2) where an equality impact assessment has been provided, to take its contents into consideration when reaching a decision.

2B. EXEMPT INFORMATION:

The Joint Board **agreed**, that under paragraphs 6, and 7 of the Categories of Exempt Information, found at Appendix 2 of the Standing Orders of the Integration Joint Board, the public and media representatives be excluded from the meeting for Item 15 of the business below, on the grounds that it involves the likely disclosure of exempt information of the classes described in the relevant paragraphs.

3. MINUTE OF MEETING OF 19 MAY, 2021

There had been circulated, and was **approved** as a correct record, subject to the addition of Ms S Webb in the list of Joint Board Members in attendance.

4. INTEGRATION JOINT BOARD ACTION LOG

There had been circulated and was **noted** a report by the Interim Chief Officer providing updates on progress with actions which had still to be completed and advising when these were scheduled to be reported to the Joint Board.

5. CHIEF OFFICER'S REPORT

There had been circulated a report by the Chief Officer providing an update of the ongoing work of the Health and Social Care Partnership, highlighting (a) the move to Covid-19 Level 0 on 19 July 2021, and the implications in terms of the Health and Social Care system, including the move to a limited and phased return to offices; (b) ongoing work in the Vaccination Transformation Programme (VTP) and the redesign of services, with all vaccination programmes to be delivered by the NHS Grampian vaccination service by March 2022; (c) developments in the provision of Mental Health and Learning Disability Services, which aim to increase the workforce to give access to dedicated mental health professionals in all A&Es, all GP practices and every police station custody suite and in prisons; (d) the ongoing development of an Autism Strategy; (e) the formation of a project board to consider how to take forward sustainable learning disability day services; (f) the whole system frailty redesign has progressed through the process of Organisational Change and the initial Hospital at Home (H@H) service would be in Central Aberdeenshire, based in Inverurie.

The Joint Board heard from the Chief Officer of the continuing concerns regarding the potential for a further wave in infections, noting that the vaccines were highly effective at reducing the severity of infections; Adult Mental Health Services were seeing an increase in referrals and Social Work services were very busy; ongoing discussions to look at increased and earlier intervention, specifically on low mood, anxiety, loneliness, loss and a possible joint initiative between Live Life Aberdeenshire and Public Health was being considered.

There was discussion of the reasons for those not coming forward to be vaccinated and the ongoing work to communicate with this group and to offer pop up clinics in areas where access may be a barrier; the need for carers to be represented in discussions around the Frailty Pathway system development; consultations with staff in relation to a phased return to offices; and support measures for dementia, where people may be presenting for assessment at a later stage, due to the pandemic.

The Joint Board **agreed:-**

- (1) In respect of the Frailty Pathway and organisational change programme, to recommend that carers and third sector representatives be represented in discussions around discharge from hospital;
- (2) For future reports that a glossary of terms and acronyms be provided;

- (3) That an update be provided on considerations for return to office and blended working approach for staff; and
- (4) To note, in all other respects, the terms of the update provided.

6. AUDIT COMMITTEE UPDATE FROM MEETING ON 23 JUNE 2021

There had been circulated a report dated 25 June, 2021 by the Chair of the IJB Audit Committee, providing an update on business considered by the Committee at its meeting on 23 June, 2021, including (a) the appointment of Councillor Glen Reynolds to the Chair and Ms Amy Anderson as Vice-Chair; (b) updates on outstanding actions on the Medium Term Financial Strategy and business continuity planning in Primary Care; (c) the Internal Audit Annual Report 2020/21; (d) the External Audit – progress report on the 2020/21 Audit; (e) the Annual Governance Statement and Internal Control Environment; and (f) the Unaudited Annual Accounts 2020/21.

The Joint Board heard from the Chair of the Audit Committee as to the details of the report and Councillor Reynolds paid tribute to Councillor Robertson for his service to the Audit Committee.

The Joint Board **agreed** to note and welcome, being assured, in terms of the update on audit matters.

7. FINANCE UPDATE AS AT MAY 2021

There had been circulated a report dated 3 July, 2021 by the Chief Finance Officer, providing an update on the first financial monitoring information for the 2021/22 financial year. The report provided an update on the projected costs and funding arrangements for dealing with the ongoing impact of the Covid 19 pandemic during 2021/22.

The Joint Board heard from the Chief Finance Officer on the financial position to the end of May 2021, which indicated an underspend of £795,000, with the year to date underspend being due to a number of factors which had continued from the end of the last financial year, including continued savings on community hospital costs due to reduced capacity, underspends on care package costs and savings on travel related expenditure. He indicated that the underspend position was very welcome at this stage in the year and provided a safeguard against financial pressures which could emerge as the year progressed and services remobilised to activity levels closer to the pre Covid period. It was also noted that Aberdeenshire Council had agreed to allocate a further £3.0 million for this financial year to mitigate a number of risks identified in the 2021/22 IJB budget and support a number of measures to support mental wellbeing and transformation of services across Aberdeenshire.

The Joint Board, having considered the financial position as detailed in the report and appendices, **agreed:-**

- (1) to note the financial position set out in the report at 6.3 and Appendices 1 and 2;

- (2) to approve the budget adjustments detailed in Appendices 1 and 3;
- (3) to record the gratitude of the Joint Board for the additional funding of £3.0 million provided to the IJB by Aberdeenshire Council, to mitigate risks related to Covid-19 and recovery, as detailed in Appendix 4; and
- (4) to note the progress towards achieving the proposed savings in Appendix 5.

8. CHIEF FINANCE AND BUSINESS OFFICER ROLE AND STRATEGY AND TRANSFORMATION ROLE

There had been circulated a report dated 8 July, 2021 by the Chief Officer requesting consideration of a process for the establishment and appointment of a post of (1) Health & Social Care Partnership Chief Finance and Business Officer and (2) Strategy and Transformation Manager.

The Joint Board heard from the Chief Officer of the recent retirement of a Partnership Manager, Strategy and Business Services and the further upcoming retirement of a Business Services Manager, which had presented an opportunity to redesign the roles to meet the future financial, business and strategic planning needs of the Health and Social Care Partnership, and of the proposition for a Chief Finance and Business Officer post to lead and manage the planning, development and delivery of the Aberdeenshire IJB's financial strategy linked to the achievement of the Strategic Plan. The Strategy and Transformation Manager post would provide the continuation of leadership in relation to strategy, improvement and redesign. The portfolios of the two roles, working together with the Chief Officer and Partnership Managers, would strengthen the financial, business and strategic planning arrangements.

There was discussion of the scope and intensity of the two posts, and a request for an organogram of the whole structure of the IJB, showing where the two posts would sit; and the need to ensure appropriate resources within the structure to support the Strategy and Transformation Manager role.

Thereafter, the Joint Board **agreed:-**

- (1) to approve the establishment of a Health & Social Care Partnership Chief Finance and Business Officer post;
- (2) to approve the recruitment process and timeline to appoint to the Chief Finance and Business Officer post;
- (3) to approve the establishment of a Strategy and Transformation post;
- (4) to approve the recruitment process and timeline to appoint to the Strategy and Transformation post;
- (5) to note the opportunity provided to support meeting the future financial, business, and strategic planning needs of the Health and Social Care Partnership; and

- (6) That the Chief Officer prepare an organogram of the IJB structure to clarify where the two new posts will sit.

9. UPDATE ON STRATEGIC PLANNING GROUP AND ENGAGEMENT

There had been circulated a report dated 23 June, 2021 by the Chief Officer on work undertaken to review and reconvene the Strategic Planning Group (SPG) in line with the development of the Health and Social Care Partnership's new Strategic Delivery Plan, which would augment and complete separate improvement work already undertaken around the Audit Committee and Clinical and Adult Social Work Governance Committee structures.

The Joint Board heard from the Programme Manager and the Partnership Manager, Strategy and Business Services on the work undertaken to develop and agree the priority projects for the H&SCP under its new strategic delivery plan, which had informed the review and refresh of the SPG membership, to develop a clear and shared understanding of the group's duties and remit moving forward, and in turn to revise and update the group's Terms of Reference. They advised that an action plan was being developed to support the SPG in its ongoing development and maturation to ensure it could effectively fulfil its tasks and responsibilities under its revised remit.

There was discussion on the need to ensure good collaboration with local partners and community groups and to ensure a feedback loop to the organisations providing input; that a statement of intent would be helpful within the document; that the Director of Public Health should have a place on the group; and the need to ensure that technical support would be made available, where necessary to enable participation.

Thereafter, the Joint Board **agreed**:-

- (1) to note the work undertaken to reconvene the Strategic Planning Group (SPG) and associated governance arrangements;
- (2) to agree the proposed representation and input to the SPG moving forward; and
- (3) to endorse the work undertaken to enable a more consistent approach to engagement and participation across the H&SCP.

10. THE STRATEGIC PRIORITIES DELIVERY PLAN AND GOVERNANCE STRUCTURE UPDATE

There had been circulated a report by the Chief Officer advising that following a light touch review of the Strategic Delivery Plan to determine if the priorities in the strategic plan 2020-2025 were still relevant following the first wave of the Covid-19 pandemic, it was agreed that a focus, moving forward, would be placed on a number of workstreams, including (1) Digital First, with an emphasis on new ways of working using digital virtual technology; (2) Operation Home First, with strong collaborative working to shift resources from the Acute sector and to develop pathways to ensure the development of community services to support people at home; (3) Reshaping Care, to develop safe, effective outcome focused services to enable people to remain in their own communities; and (4) Partnerships, to develop existing

relationships and build new ones to promote partnership working and community collaboration to develop services that support community resilience and improve outcomes for people. The report recommended that the Joint Board approve the proposed strategic priorities, delivery plan, performance approach and operational governance structure.

The Joint Board heard from the Programme Manager and the Partnership Manager, Strategy and Business Services who advised that the work required to deliver the strategic priorities had been split into phases, with a quarterly reporting cycle timetable and workplans having been created to enable monitoring and scrutiny of progress of the workstreams. In addition, the operational governance structure had been reviewed and streamlined, and projects were now reported directly to either the Strategic Planning Group (SPG) or the Senior Management Team (SMT). It was noted that the future performance reports to the Joint Board would be focused on the transformational projects from the strategic delivery plan and progress would be reported on a regular basis, in a consistent format, as per a template which had been developed, to provide assurance as to progress across the transformational workstreams, or areas of concern.

There was discussion on the need for feedback to be provided to the participants in the projects and a reference to be included in the report to the Joint Board to reflect the chain of engagement and parties involved in the development of the projects.

Thereafter, the Joint Board **agreed:-**

- (1) to approve the proposed strategic priorities, delivery plan, performance approach and operational governance structure; and
- (2) that the Project Update Report template be adapted to reflect the chain of engagement in the process.

11. PROGRESS UPDATE OF “MAKING CONNECTIONS” ABERDEENSHIRE DEMENTIA STRATEGY DELIVERY PLAN 2020-2021

With reference to the Minute of Meeting of the Joint Board of 9 December, 2020 (Item 10), there had been circulated a report by the Partnership Manager, Central, providing a review of the progress of the “Making Connections” Dementia Strategy Delivery Plan 2020-2022. The report advised that the Strategy was launched in January 2021, but due to the second wave of the Covid-19 pandemic and resources being focused on the response at that time, followed by limitations on communications due to the Scottish Government Elections, the launch of the strategy was a soft launch and a formal launch took place during Dementia Awareness Week in June 2021, with a brief issued from the Chair and Vice-Chair on the IJB supporting the launch.

The Joint Board heard further from Mr McGregor, Care Management Team Lead and Acting Mental Health and Learning Disability Manager, of the detail of progress made with the delivery of the six main priority areas for the development of Dementia Care and Support Services and the delivery plan actions within the priorities to take forward in 2021/22. He noted the ongoing impact of the global pandemic on the delivery of the strategy, including having to adapt to using technology to conduct

meetings/visits and potential further pressures on staff should there be a further increase in cases or a further wave.

There was discussion of engagement with and methods of receiving feedback from people with dementia and their carers; the waiting times for assessment and post-diagnostic support; the frequency of visits by link workers and the use of a blended approach to contacts including skype along with face to face; the development of peer support and befriending services, anticipatory care planning as a support tool; and the question of equity of provision across Aberdeenshire and what was being done to mitigate any disparities.

Thereafter, the Joint Board **agreed:-**

- (1) to note the progress of the “Making Connections” Aberdeenshire Health and Social Care Partnership (AHSCP) Dementia Strategy Delivery Plan 2020-2022; and
- (2) to request a further update in 6 months, to include issues raised in the meeting in relation to (a) feedback from people with dementia and carers and how the service has responded to the feedback; (b) assessment waiting times; (c) provision of support and access to services for carers, including peer support; (d) anticipatory care planning; (e) equity of provision throughout Aberdeenshire; and (f) and ease of accessibility of information for people with dementia and carers.

12. THE NATIONAL WHISTLEBLOWING STANDARDS

There had been circulated a report dated 24 June, 2021 by the Chief Officer advising that the National Whistleblowing Standards (the Standards) had come into effect for all NHS services across Scotland on 1 April 2021 and aimed to achieve a positive concern raising culture. The report provided information on the Standards, which set out the principles and procedures for raising concerns about NHS services, the governance arrangements and the sector specific information, and highlighted the work of a Steering Group and Working Group established in July 2020 to develop a consistent approach and to identify areas that would require additional support to be ready for implementation.

The Joint Board heard further from the Partnership Manager, Strategy and Business Services that to meet the requirements of the Standards, IJBs must ensure that all Health and Social Care Partnership staff across both the Local Authority and NHS, as well as any students, trainees or agency staff must be able to raise a concern about the delivery of NHS services through the Standards, and an amendment to the Council’s Disclosure of Information (Whistleblowing) Policy would be considered in line with the usual Council procedure, in order to promote an integrated approach with consistent governance arrangements. She advised that a quarterly report of whistleblowing concerns raised would be provided and an information of whistleblowing performance would be included in the Health and Social Care Partnership Annual Performance Report.

There was discussion on the need to inform, educate and engage with staff, to ensure that appropriate support was available and easily accessible, acknowledging the need to protect the person raising the concern throughout the process, the need

to ensure wider access to resources and that staff in third sector organisations would have access to support through the Standards.

The Joint Board **agreed:-**

- (1) to note the requirement to meet the National Whistleblowing Standards (the Standards) and ensure that all those working in the Health and Social Care Partnership (H&SCP), whoever their employer is, must be able to raise a concern through the Standards about NHS Services;
- (2) to note that any employee working in the H&SCP, as well as any students, agency workers, contractors raising concerns about NHS services must have the concerns handled in line with the Standards;
- (3) to note the work to implement the Standards developed to date and acknowledge that further consideration of this issue was ongoing by Aberdeenshire Council;
- (4) to note that any concerns about Aberdeenshire Council services should continue to be raised via the Aberdeenshire Council Disclosure of Information (Whistleblowing) policy;
- (5) to approve the proposed governance arrangements and the inclusion of whistleblowing performance information in the H&SCP Annual Performance Report.

13. ABERDEENSHIRE HEALTH AND SOCIAL CARE PARTNERSHIP ANNUAL PERFORMANCE REPORT 2020/2021

There had been circulated a report dated 23 June, 2021 by the Chief Officer, requesting the approval of the Annual Performance Report for the Health and Social Care Partnership for 2020/21 and for the Report to be shared with Aberdeenshire Council and NHS Grampian.

The Joint Board heard from the Programme Manager that the Scottish Government had extended the Coronavirus Scotland Act (2020) to allow Integration Authorities to delay the release of their annual performance report until November, 2021, but the Aberdeenshire Health and Social Care Partnership annual performance report was nevertheless brought to the Joint Board for approval, with the intention that it could be published by 31 July, 2021, within previously established timescales, and accordingly the national benchmarking data included within the report had been prepared in line with guidance issued by Public Health Scotland.

The annual report covered the period 1 April 2020 to 31 March 2021 and the report had, for consistency, continued to be structured around the HSCP's five agreed strategic priorities, but in the context of the unprecedented and exceptional challenges faced by health and social care services during the Covid-19 pandemic. A key aim for the annual report was to acknowledge the incredible response and resilience of staff, communities and partners throughout the Covid-19 pandemic, the significant learning and adaptation which had resulted and how that had informed and continued to shape the recovery and rebuilding processes.

There was discussion on examples of good practice and effective use of resources throughout the pandemic, temporary closures of Minor Injury Units on the Deeside corridor, and the discharge process for patients on 'Operation Home First'.

The Joint Board **agreed**:-

- (1) to approve the Aberdeenshire HSCP 2020-21 Annual Performance Report;
- (2) that the Annual Performance Report be shared with Aberdeenshire Council and NHS Grampian; and
- (3) to commend staff on the development of the Annual Performance Report, during an extremely challenging period and, for future reports, to consider reflecting and reporting on the services that were not able to be provided or had to be reduced/scaled back, and the reasons for this.

14. REPORT ON DEESIDE SERVICES

There had been circulated a report dated 23 June, 2021 by the Chief Officer proposing that officers carry out a strategic needs assessment for residents of Deeside, encompassing Banchory to Braemar and the surrounding areas, in order to develop options for future health and social care services.

The report advised that clinical and professional governance matters would be reported to and considered by the Clinical and Adult Social Work Governance Committee in parallel with the strategic needs assessment.

The Joint Board **agreed** to instruct Officers to carry out a strategic needs assessment for residents of Deeside, encompassing Banchory to Braemar and the surrounding areas, in order to develop options for future health and social care services.

15. 2021-2022 SUPPLEMENTARY PROCUREMENT WORK PLAN (SOCIAL CARE)

There had been circulated a report dated 21 June, 2021 by the Chief Officer requesting consideration of a Supplementary Procurement Work Plan and three Award Reports and that the Joint Board directs Aberdeenshire Council to purchase and enter into contracts with suppliers for the provision of works, goods and services in relation to functions for which it has responsibility.

The Joint Board heard further from the Strategic Procurement Manager that (1) the three items on the Supplementary Procurement Work Plan related to the extension of three contracts by one year to allow for a review of the services to inform future commissioning intentions, which had been delayed due to the Covid-19 pandemic; and (2) he confirmed that financial regulations had been complied with and the award reports fell under "Contracts, Extensions, and Variation (5.3.32-5.3.35) and the process therein".

There was discussion of timescales and mechanisms for the review of project outcomes and service delivery, to ensure appropriate scrutiny over the procurement process and to provide assurance to the Joint Board robust governance controls were in place.

Thereafter, the Joint Board **agreed:-**

- (1) to approve the Supplementary Procurement Work Plan detailed in Appendix 1 and the three Award Reports in Appendix 2;
- (2) to note the three Award Reports for items on the Work Plan which are within the Integration Joint Board's remit and the value of the matter is over £1,000,000 and note that the Award Reports for items on the Work Plan with a value of £50,000 up to £1,000,000 may be reserved for approval by Aberdeenshire Council's Communities Committee before the Integration Joint Board's Direction is implemented;
- (3) to direct Aberdeenshire Council to extend the services detailed in the Work Plan on behalf of the Integration Joint Board;
- (4) to note that the contract requirements relating to care and support services align with the Integration Joint Board's Strategic Plan in relation to Outcome 2: People, including those with disabilities or long-term conditions or are frail, are able to live independently at home or in a homely setting in their community; and
- (5) that Officers consider further and report to a future meeting on a proposed process to report back outcome reports to the Joint Board.