

## **INTEGRATION JOINT BOARD**

**COUNCIL CHAMBER - WOODHILL HOUSE, WESTBURN ROAD, ABERDEEN, AB16  
5GB, WEDNESDAY, 21ST AUGUST, 2024**

### **Integration Joint Board Members:**

Dr J Tomlinson (Chair), Councillor A Stirling (Vice-Chair), Dr C Backwell, Ms J Duncan, Councillor M Grant, Councillor D Keating, Councillor G Lang, Mr S Lindsay and Ms S Webb.

### **Integration Joint Board Non-Voting Members:**

S Kinsey (Third Sector Representative), F Culbert (Carer Representative), P Bachoo (Secondary Care Advisor), D Hekelaar (Third Sector Representative), A Mutch (Service User Representative), J Barnard (Nursing Lead Advisor), I Kirk (UNISON Trade Union), K Grant (NHS Trade Union), P Milliken (Chief Officer) and C Smith (Chief Finance and Business Officer) and Dr S Rough (substitute) (Primary Care Lead).

**Officers:** C Cameron, M Chan, L Flockhart, L Gravener, E House, J Howie, P Jensen, A MacLeod, A McGruther, K Mowat, A Pirrie, J Raine-Mitchell, G Robertson and J Shaw, (Aberdeenshire Health and Social Care Partnership); S Buchan, F McCallum and A McLeod (Aberdeenshire Council).

**Apologies:** Councillor S Logan, Ms R Taylor.

## **1 Sederunt and Declaration of Members' Interests**

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

## **2 Public Sector Equality Duty**

In taking decisions on the undernoted items of business, the Committee **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 and 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) to consider, where an Integrated Impact Assessment has been provided, its contents and to take those into consideration when reaching a decision.

### 3 Minutes of Meetings of the Integration Joint Board

- (a) the Minute of Meeting of the IJB of 29 May 2024 was submitted and **approved** as a correct record;
- (b) the Minute of Meeting of the IJB of 28 June was submitted and approved as a correct record, subject to the following:
  - (i) Spelling correction of Councillor Jenny Nicol's name in item 3, list of attendees; and
  - (ii) With the addition of the following paragraph to the statement by Councillor Ritchie (item 3) –  
"Councillor Ritchie urged the IJB to pay attention to the Planning and People Act, which had been updated recently and to the Gunning Principles. The Monitoring Officer confirmed that the Planning and People guidance did not apply in this case and that the powers given to the IJB to consult with users directly affected had been complied with".

### 4 Integration Joint Board Action Log

There had been circulated and was **noted** a report by the 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, including an update on (1) Delayed Discharges; (2) Reforming Services and Reforming the Way We Work; (3) Westbank Care Home; and (4) Aden Medical Practice.

By way of update, the Chief Officer advised there had been a national focus on delayed discharges with a target set for each Health and Social Care Partnership. For Aberdeenshire the target was a 33% reduction, aiming for the number of people whose discharge is delayed to be 72 by 31 October 2024. A Delayed Discharge Improvement Group had been formed, was meeting weekly and an improvement plan had been created, focussing on process measures and increasing capacity. Despite efforts, there were challenges in meeting the target. There were some concerns expressed around the achievability of the target, the impact of winter pressures and the factors behind the increase in adults awaiting guardianship orders. There were also some concerns about the support for unpaid carers and the need for clear policies and training regarding power of attorney and guardianship.

The Chief Officer also highlighted recent correspondence from NHS Scotland highlighting the need for reform to support improved wellbeing of people across Scotland, improved access to treatment and care and to secure the sustainability of services, which linked to the Cabinet Secretary's vision for reform of the NHS and social care system.

By way of update in relation to Westbank Care Home, the Chief Officer advised that an Implementation Group had been formed and was meeting regularly since the decision to close the home was taken and officers were working closely with residents

and their families to identify and allocate alternative placements. In addition, work was ongoing to find alternative roles for the staff at Westbank.

Finally, the Chief Officer provided an update on the transfer of the Aden Medical Practice following a successful tender process.

After discussion the IJB **agreed**:

- (1) in respect of Delayed Discharges, to note a number of points raised around transition policy and training for unpaid carers and discharge planning for carers as part of the discharge planning process, and that this should be discussed further in a future development session. Also that without additional investment it would be challenging to meet this target; and
- (2) with regard to Westbank Care Home to note that detailed engagement had been undertaken with families, carers and staff and that focussed work with families was ongoing, and to acknowledge the ongoing work of all those involved.

## **6 IJB Revenue Budget Update**

There had been circulated a report dated 9 August 2024 by the Chief Officer providing the first financial monitoring update for the 2024/25 financial year, covering the three month period up to the end of June 2024.

The Chief Finance and Business Officer provided an overview of the report and outlined the unaudited final financial monitoring position for the financial year 2023/24, with a detailed summary position as contained in Appendix 1 to the report. The process to request additional funding from partners was outlined, and he noted that the audited annual accounts for 2023-24 would be presented to the IJB Audit Committee on 30 September 2024 for approval.

The report then went on to set out the first financial monitoring position for the 2024/25 financial year, and the detailed position by service area for the financial year was shown in Appendix 4. The report showed an overspend of approximately £6.3 million for the three month period ending June 2024, with the expected position for 2024-25 based on the first three months showing a worst case scenario of £26.2 million overspend, with a best case scenario of £14.4 million overspend. The work of the Budget Oversight Group was highlighted, with ongoing monitoring and reporting to the IJB. He concluded his introduction by emphasising the financial challenges faced and the need for ongoing monitoring and collaboration to achieve a balanced budget.

During discussion, Members discussed various issues and the Chief Finance and Business Officer and Chief Officer responded to questions in relation to issues including accruals and provisions for all line items and the reason for the overspend in Primary Care Improvement and mental health actions; the repayment of additional funding to partners and the benefits of transformational projects; the use of reserves and the ongoing transformation work; the need for careful management of social care and prescribing budgets; the need for prompt decision making to address the anticipated overspend; noted that active work was being undertaken to reduce cost pressures and achieve savings; the need for a sustainable health and social care service and the importance of pushing back on pressures and demands from national directives.

The discussion highlighted the challenges faced in managing the budget, the need for transparency and careful monitoring and the importance of making difficult decisions to achieve a balanced budget. It was noted that the Budget Review Group was due to meet on 22 August to reflect on the points raised during the discussion, and in addition there was a development session scheduled for 4 September to consider the budget in detail.

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

- (1) to note the financial position set out in the report and Appendices 1 and 2;
- (2) to approve the budget adjustments detailed in Appendix 3;
- (3) to approve the use of reserves to balance the overspend position as detailed in this report in section 5.5;
- (4) to formally request that NHS Grampian and Aberdeenshire Council fund the reported over budget position for the year ended 31st March 2024 per section 5.7;
- (5) to note the 24-25 financial position set out in the report and Appendices 4a, 4b and 5,
- (6) to approve the budget adjustments detailed in Appendix 6; and
- (7) to note that the IJB was not yet assured on the position of controlling its Revenue Budget and that additional meetings were scheduled to enable Members to consider more fully the aspects of the budgetary matters as discussed in this meeting.

## **7 IJB Audit Committee Update**

There had been circulated a report dated 9 August 2024 by the Chair of the IJB Audit Committee providing an update on key issues in relation to Audit which had been progressed since the last meeting of the IJB.

The Chief Finance and Business Officer provided an overview of the areas which had been covered in terms of audit matters since the last meeting of the IJB and highlighted updates in relation to internal and external audit matters. He highlighted the completion of an Internal Audit on IJB Asset Management, with the level of net risk assessed as moderate, with the control framework deemed to provide reasonable assurance over the Health and Social Care Partnership's Asset Management arrangements. He also advised that the Chief Internal Auditor's opinion for 2023/24 had been published and had confirmed that in his opinion, the Board had an adequate and effective framework for Governance, Risk Management and Control covering the period 1 April 2023 to 31 March 2024.

During discussion it was noted that IJB Risk 8 had been reviewed and updated by the Clinical and Adult Social Work Governance Committee and had become Risk 3629 – IJB Risk 8 – the risk is that resources provided are insufficient to meet statutory duties, standards and requirements – with an overall risk level of High.

There was discussion of the update on Internal Audit 2420 – SDS – and it was noted that work was ongoing on the recovery of funds, with an additional fixed term staffing resource in place. Some concerns were raised around the recovery of funds and the duty to discuss with those in receipt of SDS before recovery. Officers were asked to consider the issues raised and to provide a response to the Member out with the meeting.

Thereafter, the Integration Joint Board **agreed** to note the assurances in relation to audit matters.

## **8 Appointments to Committees**

There had been circulated a report dated 1 August 2024 by the Chief Officer which advised of the appointment of Dr Colette Backwell, NHS Board Member to the Aberdeenshire Integration Joint Board. The report also asked the IJB to consider the appointment of one replacement NHS voting member and one non-voting member to the IJB Audit Committee and one replacement NHS voting member to the Clinical and Adult Social Work Governance Committee (CASWGC).

Officers provided an update on a recent review of the stakeholder membership and proposals for progressing with a recruitment process for vacant roles.

After discussion, the Integration Joint Board **agreed**:

- (1) to note the appointment by NHS Grampian of Dr Colette Backwell as a voting member of the Aberdeenshire IJB;
- (2) to appoint Dr Colette Backwell to the IJB Audit Committee as an NHS voting member;
- (3) to appoint Ms Susan Webb to the CASWGC as an NHS voting member; and
- (4) in respect of the appointment of a non-voting member to the IJB Audit Committee, that further consideration would be given at the next meeting, upon the provision of some further information relating to the expectations and requirements of the role on that Committee.

## **9 Aberdeenshire Health and Social Care Partnership - Annual Performance Report 2023-2024**

There had been circulated a report dated 5 August 2024 by the Chief Officer seeking approval of the Annual Performance Report for 2023-24 and for the report to be shared with Aberdeenshire Council and NHS Grampian.

The annual report covered the period 1 April 2023 to 31 March 2024 and highlighted the achievements of the Partnership and demonstrated how it had delivered against its five agreed local strategic priorities and against the National Health and Wellbeing Outcomes. A summary of performance against the National Core Integration indicators was included, which was augmented by local performance data where available. The report noted that during the period there had been continuing significant

pressures from a high level of service demand, an increasing complexity in the care and support required by people, challenges in the recruitment and retention of staff as well as financial and budget challenges across the Partnership. The report also emphasised the importance of ongoing engagement with communities to inform the development of the next Strategic Plan.

During discussion, Members commented on early prevention measures, the reuse of equipment by the Joint Equipment Store and the potential for increasing the reuse statistics, the comparative data around national indicators, the use of digital strategy resources, the rolling out of health checks to individuals with learning disabilities, the review of the Resource Allocation System.

After discussion, the Integration Joint Board agreed:

- (1) to approve the Aberdeenshire H&SCP Annual Performance Report for 2023-2024;
- (2) that the Chief Officer should share the Annual Performance Report with the Chief Executives of Aberdeenshire Council and NHS Grampian; and
- (3) to ask the Chief Officer to consider the frequency of performance reporting throughout the year.

## **10 Aberdeenshire Health and Social Care Partnership (HSCP) Strategic Delivery Plan Performance Report**

There had been circulated a report dated 10 July 2024 by the Chief Officer which provided updates on various work streams under the Strategic Delivery Plan up to the end of June 2024. It highlighted progress in areas such as the frailty pathway, out of hours nursing, and the telecare service, which had received a bronze award from the Scottish Digital Office. The report also referred to the ongoing work on the Medication Assisted Treatment (MAT) standards implementation.

During discussion Members commented on the challenges faced in funding residential rehabilitation for substance use with national funding for a new residential provider in Aberdeenshire (Phoenix) being only available until March 2025 and the implications of this as a cost pressure after that time. It was suggested that further consideration should be given to whether the IJB could accept an additional pressure to continue the service being developed without appropriate financial support being made available.

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

- (1) to note the high-level quarterly performance report on the H&SCP Strategic Delivery Plan to end of June 2024;
- (2) to note the two projects 'In-house Care at Home' and 'Very Sheltered Housing (Central)' have moved to 'business as usual' after being closed at the Social Care Sustainability Programme Board meeting on 28 May 2024;
- (3) to note the Enhanced Virtual Community Ward project had been closed by the Aberdeenshire H&SCP Senior Management Team on 28 May 2024, and that

the project was short term driven by funding received from Scottish Government on a non-recurring basis;

- (4) to note that a report with further information regarding Rehabilitation and Enablement and Very Sheltered Housing Review (Central) will be brought to the IJB meeting in October;
- (5) to note the addition of the Dementia Assessment Redesign (South) as a transformational project;
- (6) to endorse the accompanying quarterly report on specific progress against the Medication Assisted Treatment (MAT) Standards Implementation; and
- (7) that the Chief Officer should provide a briefing on the Phoenix funding and implications for going forward.

## **11 AHSCP Response to National Care Service Bill - A Call for Views**

There had been circulated a report dated 8 August 2024 by the Chief Officer providing a proposed response to the Health, Social Care and Sport Committee's call for views regarding the draft amendments the Scottish Government was proposing to make to the National Care Service Bill, as introduced at Stage 2.

The Interim Programme Manager introduced the report and advised the Board that a questionnaire had been developed and responses sought by the AH&SCP Strategy Team, who had taken the responses and formulated a draft response. The response highlighted concerns about the lack of clarity, funding and local flexibility in the proposed amendments. It also emphasised the need for further work, especially regarding children's services, and expressed a balanced position on the proposed changes while seeking more information and assurance from the Scottish Government.

During discussion, there was a consensus on the need for more clarity on the details of the bill and assurance about funding and localism before offering support. There was a strong sentiment that without detailed information, assurance on funding and consideration of localism, support could not be given. The inclusion of social work justice in the National Care Service was discussed. There was a desire for the IJB to be more involved in the development of the proposals within the Bill, rather than waiting until recommendations were finalised. The discussion underscored the need for further information and engagement with the development of the National Care Service Bill to ensure that it aligned with local needs and priorities.

Thereafter, the Integration Joint Board **agreed** to delegate to the Chief Officer in consultation with the Chair and Vice Chair to reflect the views of the meeting in finalising the response for submission and that a copy of the response should be circulated to IJB Members.

## **12 Place Policy and Strategy**

There had been circulated a report dated 31 July 2024 by the Director of Business Services and the Chief Officer which provided details of the development and

implementation of a place strategy that considers the current and future needs of communities, as agreed as a strategic priority under the Aberdeenshire Council Plan 2022-27.

The Strategy and Innovation Manager introduced the report, emphasised the role of the Place Policy and Strategy as a key driver for change, underpinned by a strategic place-based framework. She explained that the strategy aimed to enhance how data informs local activity and emphasises the importance of community voice in shaping local needs and actions. The strategy supports partnership working to deliver evidence-based place and well-being outcomes across communities, with local community planning groups strengthened to support the delivery of 17 place plans based on Academy towns. These plans were owned by the Aberdeenshire Community Planning Partnership and were underpinned by a common framework of place and well-being outcomes.

The Interim Strategy and Transformation Manager highlighted the alignment with NHS Grampian's 'Putting People First' approach and the existing place-based working in Aberdeenshire. She highlighted the focus on engaging with communities in a meaningful way to understand their needs and priorities and on using a holistic approach to showcase health, social care and well-being resources.

During discussion, there were some concerns raised around the potential inefficiency and increased costs associated with moving to a place-based approach; the importance of considering the potential cost impact of decisions and ensuring that the place-based approach served as a lens rather than the primary decision maker; the challenges of delivering participatory budgeting; the potential for the strategy to lead to over-localisation, and potentially causing inefficiencies and overlooking communities of interest that might not have a strong presence in any specific area.

It was noted that local place planning would be delivered through the Community Planning Partnership Board and Local Area teams, and structures were already in place and existing work would be built upon.

After further discussion, the Integration Joint Board **agreed** to:

- (1) note the Place Policy and Strategy attached to the report;
- (2) endorse the proposed actions aligning the Council and NHS approaches with the focus on place and communities;
- (3) note that the Place Policy and Strategy were agreed by Aberdeenshire Council on 27 June 2024, following consultation with Area Committees and were endorsed by the Aberdeenshire Community Planning Partnership Board on 5 June 2024; and
- (4) welcome the approach and to highlight the need to ensure transparency and collaboration in the development of the Place Policy and Strategy.

## **13 Aberdeenshire Health & Social Care Partnership - Strategic Plan Development**

There had been circulated a report dated 24 July 2024 by the Chief Officer which outlined the proposed approach for engaging with stakeholders on the development of

the Strategic Plan, Revenue Budget 2025/26, Equalities Outcomes and Workforce Plan 2025-2028.

The Interim Strategy and Transformation Manager introduced the report and highlighted the intention to engage with Aberdeenshire communities in a new and different approach, which was an opportunity to extend the scope of engagement, encompassing various aspects like equalities outcomes, workforce plan and budget challenges, to foster collaboration and improve relationships with the public and partners. The proposed engagement events would be supported by a survey, both online and in other formats, to capture a broad range of community input. She confirmed that the approach aligned with NHS Grampian's 'Putting People First' initiative and aimed to enhance collaboration with partners and communities.

There was some discussion around the types of questions that might be asked during the workshops, including asking what aspects would not be a priority as well as what were people's priorities, and also how the survey accompanying the engagement sessions would accommodate priorities not listed as options, emphasising the importance of open-ended questions to capture a broader range of community priorities. The need for a balanced conversation about improving health and wellbeing and a timeline for the strategy was discussed, as was the need for a balanced approach to including open-ended questions in order to be clear and not to raise false expectations.

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

- (1) to note that the Engagement and Communication Plan attached in Appendix 1 supported the proposed approach for engaging with Stakeholders on the development of the Strategic Plan, revenue budget 25/26, Equalities Outcomes and Workforce Plan 2025 – 2028;
- (2) to endorse the Engagement and Communication Plan in Appendix 1;
- (3) to approve the commencement of the engagement programme from September 2024 as outlined in Appendix ; and
- (4) to agree the above recommendations, subject to consideration of the issues raised during the discussion and a final version of the Engagement and Communication Plan being circulated to the IJB prior to it being issued.

#### **14 Aberdeenshire Community Justice Annual Report 2023/24**

There had been circulated a report by the Partnership Manager, North and Chair of Aberdeenshire Community Justice Partnership, which presented the seventh annual report on Community Justice in Aberdeenshire for 2023/24 and highlighting the progress that had been made collectively as a Partnership during the period.

The Project Manager, Community Justice introduced the report and highlighted key elements and achievements, including an increase in diversion from prosecution, bail supervision, and structured deferred sentences. The report also outlined the collaboration with partners to increase access to services, such as employability, housing and drug and alcohol services.

After consideration, the Integration Joint Board **agreed** to note the Annual Report on Community Justice in Aberdeenshire for 2023/24 , highlighting the progress that has been made collectively by the Aberdeenshire Community Justice Partnership during the period.

## **15 Ageing and Frailty Draft Standards: consultation**

There had been circulated a report dated 24 July 2024 by the Chief Officer which asked the IJB to acknowledge and note a response submitted by the Chief Officer, exercising her delegated authority, in consultation with the Chair and Vice Chair, to a consultation on new standards for the care of older people living with frailty, being developed by Healthcare Improvement Scotland (HIS). The report outlined the standards for ageing and frailty care, aiming to improve the quality and consistence of care for older adults and those experiencing frailty and the consultation response submitted reflected the Partnership's views and suggestions for enhancing the standards.

Thereafter, the Integration Joint Board **agreed** to acknowledge and note the Aberdeenshire Health and Social Care Partnership's response, submitted by the Chief Officer exercising delegated authority and following consultation with the Chair and Vice Chair in terms of Part 2 – Scheme of Delegation, paragraph 1.3 (z) of Section 2 of the Aberdeenshire Integration Joint Board Governance Handbook.

## **16 Grampian Out of Hours Primary Care Redesign**

There had been circulated a report dated 18 July 2024 by the Chief Officer which outlined the establishment of a Redesign Programme Board for the consideration of service redesign options based on principles detailed in the Terms of Reference. The report also noted a timeline for the Programme Board and the IJB was being asked to note the establishment of the Programme Board, the principles of the redesign and the timeline for the work.

The Service Manager, GMED was in attendance and provided an overview of the report and the outlined the background to the service redesign which had commissioned by the three Chief Officers. She explained that the Grampian GMED Service was hosted by Health and Social Care Moray, on behalf of the three local Health and Social Care Partnerships. She outlined the proposed establishment of a Redesign Programme Board and short life working groups tasked with proposing a new service model. The report highlighted the principles of the redesign, stakeholder engagement and a timeline for the Programme Board, and emphasised the collaborative effort to develop a future-proof and agile out of hours service model for NHS Grampian.

During discussion, there were some concerns expressed around the IJB's ability to influence the redesign process, rather than waiting until the recommendations were finalised. There was also a discussion around ensuring patient engagement and consultation as part of the redesign process and it was noted that a draft survey was being prepared to help establish the views of patients in an out-of-hours service redesign. It was noted that representatives of the Health and Social Care Partnership were included in the membership of the Redesign Programme Board and short life working groups, ensuring that their perspectives would be considered throughout the process.

There was a general agreement that there was a need for all three IJBs to have a view of the shaping of the service redesign as it progressed.

After discussion, the Integration Joint Board **agreed**:

- (1) to note the establishment of a Primary Care Out of Hours (GMED) Redesign Programme Board to consider service redesign options;
- (2) to note the principles of the redesign as detailed in the Terms of Reference (TOR);
- (3) to note the timeline for the Programme Board; and
- (4) that the Chief Officer should liaise with the Chief Officer of Moray IJB to consider how the non-hosting IJBs are able to inform the proposals being brought forward.

## **17 Clinical and Adult Social Work Governance Committee Report**

There had been circulated a report by the Chair of the Clinical and Adult Social Work Governance Committee (CASWGC), updating the Integration Joint Board on the key issues arising from the Committee meeting on 17 June 2024.

Mr Steven Lindsay, Chair of CASWGC provided an update on several key points from the meeting, including (1) the positive outcomes and best practices from the Aberdeenshire Adult Support and Protection inspection; (2) the Committee's approval of changes to IJB Risk 8, focussing on the failure to deliver standards of care expected by the people of Aberdeenshire; and (3) concerns about the totality of risks and a suggestion for the IJB to take some time in a development session to thoroughly discuss all things risk-related.

The Integration Joint Board **agreed** to note the key points and the request of CASWGC that the IJB schedule a development session to look at the overall risks in more detail and noted that this had been programmed into a future development session.

## **18 Alcohol and Drug Partnership Annual Reporting Survey 23/24**

There had been circulated a report dated 28 June 2024 by the Chief Officer containing the annual reporting survey for the Aberdeenshire Alcohol and Drug Partnership (ADP). The report advised that the annual reporting survey focussed on key areas which the Scottish Government wish to gather information from drug and alcohol policy monitoring and evaluation, and the Integration Joint Board was asked to agree to sign off the Aberdeenshire ADP Annual Reporting Survey.

The Service Manager highlighted key points and responded to questions from Members in relation to clarification on the unmet need for specific services like heroin assisted treatment and drug consumption facilities. It was explained that the unmet need was based on professional assessments rather than direct surveys of individuals. She also advised that the survey was a summary of specific areas requested by the Scottish Government and does not cover all drug and alcohol activities, such as MAT standards, which are reported separately.

The Integration Joint Board **agreed** to:

- (1) approve the ADP Annual Reporting Survey and to note the contents of the Aberdeenshire Alcohol and Drug Partnership (AD) Annual Reporting Survey;  
and
- (2) to give approval to sign off the Aberdeenshire ADP Annual Reporting Survey.