

## **INTEGRATION JOINT BOARD**

**COUNCIL CHAMBER - WOODHILL HOUSE, WESTBURN ROAD, ABERDEEN, AB16 5GB, WEDNESDAY, 11 DECEMBER, 2024**

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

Dr J Tomlinson (Chair), Councillor A Stirling (Vice-Chair), Dr C Backwell, Councillor N Baillie, 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:**

D Hekelaar, (Third Sector Representative), S Kinsey (Third Sector Representative), R Taylor (Primary Care Advisor), P Bachoo (Secondary Care Advisor), A Mutch (Service User Representative), J Barnard (Nursing Lead Advisor), I Kirk (UNISON Trade Union), K Grant (NHS Trade Union) and P Milliken (Chief Officer).

**Officers:** C Cameron, L Flockhart, L Gravener, P Jensen, A MacLeod, A McGruther, A Pirrie, J Raine-Mitchell, G Robertson, J Shaw (Aberdeenshire Health and Social Care Partnership); L Grugeon (NHS Grampian); S Donald, R Meiklejohn, L Cowie, N Stephenson, D Gammack and A McLeod (Aberdeenshire Council).

**Apologies:** C Smith, J Howie.

## **Announcements**

Prior to the start of the formal business of the meeting, the Chair paid tribute to David Hekelaar, Third Sector Representative on the IJB, for his service to the IJB since its inception and expressed his gratitude, on behalf of the IJB, for his contribution to the work of the Board.

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

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

### **2a 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.

## **2b Exempt Information**

The Integration Joint Board agreed that under paragraph 6 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 items 15 and 16 of the business below, on the grounds that it would involve the likely disclosure of exempt information of the classes described in the relevant paragraphs.

## **3 Minute of the Meeting of 9 October 2024**

There had been circulated and was **approved** as a correct record the Minute of the Meeting of the Integration Joint Board of 9 October 2024, subject to the addition of the words “through commissioning opportunities” to item 15, recommendation 6, after “31 March 2025”.

## **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.

The Chair referred to an outstanding action from the Minute of the IJB of 9 October 2024 (Item 12) calling for a further report on Rehabilitation and Enablement and asked that it be added to the Action Log.

## **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) Organisational Governance Framework; (2) Rothieden Ward Reopening; (3) Delayed Discharges; and (4) Equalities Mainstreaming and Outcomes Report 2022-2024 and Equalities Outcomes 2024-2028.

By way of update, the Chief Officer advised that the review of the organisational governance framework had been rescheduled to March 2025 and would be a follow-up light touch review to the detailed review carried out last year, focusing on progress and any necessary changes.

She also highlighted the reopening of Rothieden Ward after extensive improvements, including roof replacement and modernisation of facilities, which would provide additional surge capacity during the winter period. This reopening was timely for the winter period and would enhance the Grampian bed base.

She highlighted the ongoing challenge of managing delayed discharges and advised that intensive work was ongoing to address this, with a focus on identifying actions that could be implemented within existing resources.

She advised that work was underway to ensure compliance with the requirements of the Equality Act 2010 and the Scottish specific duties. The development of proposed equality outcomes and the mainstreaming report were in progress, with a deadline for publication by the end of April 2025. The draft outcomes report would be published on the public website in advance of the February 2025 meeting to allow for public engagement and feedback.

During discussion, the IJB commented on the lessons learned from the delays in the Rothieden Ward project; how the bed base would be maintained in the future if community hospitals were rationalised and closed for repairs; the distinction between “quick wins” and “deprioritised” categories in the prioritisation matrix for improvement actions on delayed discharges; the additional workload on staff and the feasibility of implementing the Improvement Plan without additional funding.

There was also concerns raised about the additional work being added without corresponding funding and the need to ensure that any new obligations were accompanied by adequate funding, stressing the importance of not overburdening staff. It was suggested that officers should be advised not to take on additional obligations unless they were funded. This suggestion had general support from IJB members and emphasised the need for clarity from the IJB to ensure that actions were taken within the available budget.

Thereafter, the IJB **agreed** to note the updates provided in the Chief Officer’s report.

## **6 Updates on Membership and Appointments to Committees**

There had been circulated a report dated 25 November 2024 by the Chief Officer seeking the appointment of three stakeholder representatives to the IJB, following a recruitment exercise and asking the IJB to agree the appointment of an Aberdeenshire Councillor to the Clinical and Adult Social Work Governance Committee.

The Chair advised that following a recent recruitment campaign and interview process, he was delighted to recommend the appointment of three new stakeholder representatives to the IJB. Subject to satisfactory pre-engagement checks and an induction programme, the three new non-voting members would be invited to join the next appropriate meeting of the Integration Joint Board.

In addition, Councillor Stirling nominated Councillor Baillie to fill the Aberdeenshire Council vacancy on the Clinical and Adult Social Work Governance Committee. This was seconded by the Chair, and the nomination was accepted by Councillor Baillie, subject to clarification regarding any potential conflict of interest with his additional work as a support worker.

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

- (1) to approve the appointment of Fiona Alderson and Victoria Brown as non-voting third sector representatives and Carolyn Wood as a non-voting member with carer lived experience to the IJB, with a start date of 1 January 2025, and subject to the conclusion of relevant reference/disclosure checks; and
- (2) to approve the appointment of Councillor Neil Baillie to the Clinical and Adult Social Work Governance Committee as one of the Aberdeenshire Council voting members on that Committee.

## 7 IJB Revenue Budget Update as at October 2024

There had been circulated a report dated 2 December 2024 by the Chief Officer, providing an update on the financial monitoring information for the 2024/25 financial year as at end of October 2024.

The Business Partner, Finance (R Meiklejohn) provided an overview of the report and outlined the current financial position and future budget projections. She confirmed that the forecasted overspend for the 2024-25 budget was £26.28 million, based on current trends. A detailed breakdown by service area was provided and a summary of actual net expenditure compared to the budget was shown. Key areas of overspend included Social Care Budgets, Healthcare and GP prescribing. For the 2025-26 budget, she advised that the IJB was faced with significant challenges in setting a balanced budget amidst constrained funding and the absence of reserves, and the identification and implementation of substantial savings was required.

During discussion, concerns were raised about the sustainability of the current financial trajectory and the need for a recovery plan and the feasibility of continuing operations without significant changes was discussed. Members highlighted the hard work of staff in managing the budget and asked about monitoring and improving efficiencies going forward. Members considered that despite efforts to manage the budget, the overspend had persisted and the need to not take on additional obligations without adequate funding was stressed. The need for severe rationing across the Partnership to address the financial issues and the potential impact on the workforce was discussed.

Thereafter, the Chair moved a motion as follows:

“Given that the report clearly demonstrates that there is a significant forecasted overspend position in the operational in year budget, and that attempts to correct the position have so far not resolved the overspending position, I move that a recovery plan as set out in the IJB’s Integration Scheme is agreed by the Chief Officer, the Chief Finance Officer of the IJB and the Director of Finance of NHS Grampian and the Section 95 Officer of the Council to balance the overspending budget as quickly as practicable. The IJB will monitor the implementation of the recovery plan.”

The motion by the Chair was seconded by Councillor Stirling.

There was discussion of the need to focus on the core statutory responsibilities and the delivery of essential services, whilst doing things as safely as possible for the population and for the staff delivering the service.

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

- (1) to note the 2024/25 financial position set out in the report and Appendices 1 and 2;
- (2) to approve the budget adjustments detailed in Appendix 3;

- (3) that a recovery plan as set out in the IJB's Integration Scheme is agreed by the Chief Officer, the Chief Finance Officer of the IJB and the Director of Finance of NHS Grampian and the Section 95 Officer of the Council to balance the overspending budget as quickly as practicable. The IJB will monitor the implementation of the recovery plan; and
- (4) that further information should be provided by Officers to all Members relating to the Joint Equipment Store missed VAT recovery due to late payment of invoices.

## **8 IJB Audit Committee Update**

There had been circulated a report dated 27 November 2024 by the Chair/Vice-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.

Councillor Grant, Chair of the IJB Audit Committee highlighted a number of areas which had been covered in terms of audit matters since the last meeting, including the Annual Audited Accounts which had included four recommendations from the External Auditor on wider scope and best value. He advised on follow up progress on an Internal Audit report on Self Directed Support which would be reported back to the Council's Audit Committee in December.

During discussion, Members commented on the use of public consultation in the decision making process and any transformational learnings shared across IJBs.

After consideration, the Integration Joint Board **agreed** to note the key points and assurances in relation to audit matters.

## **9 Surge and Resilience Planning 2024-25**

There had been circulated a report dated 26 November 2024 by the Chief Officer, outlining the preparation being undertaken by the Aberdeenshire Health and Social Care Partnership with respect to resilience and surge planning for 2024-25.

The Interim Strategy and Transformation Manager introduced the report and provided an overview of the updated resilience and surge plan, emphasising its alignment with the Scottish Government's winter preparedness priorities. The plan focused on managing surges using existing resource and included themes such as prevention and anticipation of demand, staff health and well-being, collaborative working and operational resilience.

There was a discussion on the availability and use of surge beds, which can only be used where staffing and other costs can be met from the existing budget. The Warm Home prescription initiative was discussed, which is a collaborative effort with third sector partners and local authorities. A concern was raised about ensuring that all staff, not just frontline workers, have access to Covid and Flu vaccinations to maintain overall health and service continuity. The operational impact of the Plan was discussed, with officers noting that managing pressures was now part of day to day business and the Plan helps in anticipating and responding to the pressures effectively.

After further discussion, the Integration Joint Board **agreed** to note the continuing preparation being undertaken by the Aberdeenshire Health and Social Care Partnership (AHSCP) with respect to resilience and surge planning for 2024-25.

## **10 Aberdeenshire Health & Social Care Partnership - Strategic Delivery Plan Quarterly Performance Report**

There had been circulated a report dated 11 November 2024 by the Chief Officer, which provided updates on various workstreams under the Strategic Delivery Plan up to the end of September 2024. The report advised that it aimed to provide a high-level overview of all strategic projects, transformational, improvement and review workstreams, outlining overall progress and enabling exception reporting of any key barriers or delays. The report also included a more detailed update on the progress against delivery of the Mediation Assisted Treatment (MAT) Standards.

The Interim Strategy and Transformation Manager introduced the report and highlighted key points, including two projects under the Social Care Sustainability Programme Board had been closed as they moved to business as usual or were incorporated into other workstreams.

During discussion, there was a request for more clarity on the success or failure of closed projects; there were questions about a spike in data in relation to the Prevent Suicide app; and the amber status of the PCIP workstream despite having only 66% of the required funding. Further discussions included the impact of the Safe Staffing Act on capacity and the financial sustainability of digital telecare. The Chief Officer undertook to provide an update on the analogue to digital programme to Members in relation to connectivity and resilience in rural areas. The Interim Strategy and Transformation Manager undertook to provide further information on the support and resources needed for the suicide prevention action plan, specifically about the physical health pilot that was not able to be progressed.

The Integration Joint Board **agreed** to:

- (1) note the high-level quarterly performance report on the HSCP Strategic Delivery Plan to the end of September 2024, noting the ongoing prioritisation of workstreams;
- (2) endorse the accompanying quarterly report on specific progress against the Medication Assisted Treatment (MAT) Standards Implementation;
- (3) agree that Rehabilitation and Enablement is removed from the Strategic Delivery Plan as it is an operational improvement project which will be monitored through the work of the Social Care Sustainability Programme Board;
- (4) note the Effective Support for Carers and Self-Directed Support project has been closed by the Social Care Sustainability Board on 20 November 2024. This work will now form part of a wider improvement project – SDS and Carer Support; and
- (5) agree to these reports being shared with the Communities Committee and Area Committees.

## 11 Strategic Planning Group Report

There had been circulated a report dated 29 November 2024 by the Chief Officer, which provided a summary of the main items of discussion at the most recent meeting of the Strategic Planning Group (SPG). The report informed Members of 14 engagement sessions which had recently concluded across Aberdeenshire, which had followed a workshop with SPG and IJB members to allow for initial feedback and consideration of emerging priorities.

The Interim Strategy and Transformation Manager introduced the report and provided an update on the key items discussed at the most recent meeting of the SPG. The report included updates on the Strategic Plan Engagement Process, commissioning and procurement, workforce planning and the analogue to digital migration workstream. It was noted that the Strategic Assessment on residential care provision had been completed and would be shared at the forthcoming IJB development session.

During discussion, there were some concerns expressed about the alignment of the four plans (Strategic Plan, Workforce Plan, Commissioning Strategy and Financial Plan) and the significant workforce challenges. There was discussion of the need for increased visibility of the Board, the potential negative impacts of the Safe Staffing Act on capacity and the financial sustainability of digital telecare.

Thereafter, the Integration Joint Board **agreed** to acknowledge the report from the Strategic Planning Group following its meeting on 29 October 2024, and to note the alignment efforts and workforce challenges.

## 12 Social Care Sustainability - Older Adult and Physical Disabilities Project Update

There had been circulated a report dated 26 November 2024 by the Chief Officer, which outlined work being undertaken as part of the Older Adult and Physical Disabilities Project.

The Partnership Manager, Central introduced the report, focussing on the work being undertaken to ensure social care sustainability for older adults and those with physical disabilities. The report highlighted the increased pressures and upstream preventative work to manage demand within budget.

There was a discussion on the unworked hours in the in-house home care service which represents a significant cost pressure. The Chief Officer clarified that the unworked hours pertained to the in-house service, not the entire home care budget and the Partnership Manager provided additional context on the figures. There was discussion on the future of in-house care homes and very sheltered housing and officers provided information on ongoing work to develop a future policy direction and implementation plan, which would be discussed further at the forthcoming IJB development session.

Thereafter, the Integration Joint Board **agreed** to note the report from the Strategic Planning Group and to note that further discussion would take place at the upcoming

IJB development session to address the challenges and explore sustainable models for in-house care services.

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

There had been circulated a report by the Chair of the Clinical and Social Work Governance Committee, providing an update on the key issues arising from the Committee meeting of 16 September 2024, which included updates on clinical governance, adult social work governance and any significant issues or concerns raised.

Mr Steven Lindsay, Chair of CASWGC presented a summary of the meeting and advised that the next meeting was scheduled for the following week. He advised that the Committee continued to monitor and ensure safe, effective and person-centred care across all functions delegated to the IJB.

The Integration Joint Board **agreed** to note the report and to acknowledge the ongoing work of the Clinical and Adult Social Work Governance Committee.

### **14 Putting People First - NHS Grampian**

There had been circulated a report dated 28 November 2024 by the Chief Officer, which outlined a new approach, guiding principles and recommendations for a 'Putting People First' Framework, which was approved by NHS Grampian Board in June 2024, and sought comment on the approach from the IJB. The report highlighted there was an explicit intention to collaborate across the system to deliver change and asked the IJB to consider the opportunities it would provide to achieve the IJB strategic priorities around prevention.

The Strategic Development Manager (Colleagues and Citizen Engagement), NHS Grampian, introduced the report and explained that it aimed to shift NHS Grampian towards a more preventative system through engagement with staff, stakeholders and the public. The approach had been endorsed by the NHS Grampian Board and was now in the testing phase.

Ongoing work included the introduction of Community Appointment Days, which were being tested to provide clinical services in community settings, integrating non-clinical supports. The first event in Elgin had targeted people on waiting lists for physiotherapy and MSK Podiatry, with positive feedback. A further event in Aberdeen had focussed on chronic pain management. It was noted that these initiatives required a culture change for both staff and the public, with training and practical tools being developed to help with this shift. The approach emphasised collaboration across the system, aligning with Aberdeenshire's place-based approach and anti-poverty initiatives. The goal was to test, learn and evolve the approach based on local priorities and feedback.

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

- (1) note the Putting People First approach summary contained within the report;
- (2) note that this was approved by the NHS Grampian Board in June 2024 and that there was an explicit intention to collaborate across the system and evolve the approach based on learning and feedback;



- (3) note the congruence with Aberdeenshire HSCP's commitment to using a place-based approach, Getting It Right For Everyone (GIRFE) and Aberdeenshire Council's Place Policy and Strategy and the potential future collaboration opportunities that this presents.

## **15 Home Care CACI Cygnum System**

There had been circulated a report dated 18 November 2024 by the Chief Officer regarding a proposal to implement a contract to enter into a new 3-Year Contract to allow the continuation of a Homecare Management Scheduling and Rostering System, to allow the Homecare Team to manage rotas and contract hours. The report also asked that the IJB agree to delegate the approval of the expenditure to the Chief Officer in consultation with the Chair and Vice Chair, informed by guidance from the Chief Finance Officer that funding is identified.

The Information Systems Manager responded to questions, confirmed that in terms of the governance requirements it would not be necessary to seek approval from the Communities Committee, and asked Members to agree a further recommendation to direct Aberdeenshire Council to procure the services proposed within the Procurement Work Plan on behalf of the IJB.

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

- (1) to approve the proposal to implement the contract to allow the service to continue the use of the Home Care CACI Cygnum for a further three years, to minimise disruption to the Home Care service;
- (2) to delegate agreement of the contract to the Chief Officer in consultation with the Chair and Vice Chair, informed by guidance from the Chief Finance Officer that funding is identified; and
- (3) to Direct Aberdeenshire Council to procure the services detailed in the Procurement Work Plan (Appendix 1) on behalf of the Integration Joint Board.

## **16 Health & Social Care Partnership Grants - Update 2022-2025**

With reference to the Minute of the IJB of 9 October 2024 (Item 15), there had been circulated a report dated 29 November 2024 by the Chief Officer, which provided a summary of further work undertaken around the grant application process since the last meeting of the IJB and making a range of recommendations in respect of the grant review findings for a number of organisations.

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

- (1) to approve the recommendations in Section 5 of the report outlining the proposals for future work for eleven of the current grant recipients; and
- (2) to approve the recommendations and endorse Officers to work collaboratively with grant recipients to deliver the further work as detailed in Section 5 of the report.

