



INTEGRATION JOINT BOARD

Date of Meeting	27 January 2021
Report Title	Chief Officer's Report
Report Number	HSCP21.011
Lead Officer	<i>Sandra Macleod</i>
Report Author Details	<i>Sandra Macleod Chief Officer samacleod@aberdeencity.gov.uk</i>
Consultation Checklist Completed	Yes
Directions Required	No
Appendices	None

1. Purpose of the Report

- 1.1. The purpose of the report is to provide the Integrated Joint Board (IJB) with an update from the Chief Officer

2. Recommendations

- 2.1. It is recommended that the Integration Joint Board note the content of the report.

3. Summary of Key Information

Local Updates

3.1. EU Exit-Update

Members of the IJB will be aware that the end of the Transition Period for the UK leaving the EU expired on the 31st of December 2020, with the UK and the EU reaching a "deal" to allow the UK to leave. Although the transition date has now passed and therefore this is no longer classed as a risk as it is now an issue with the controls and mitigating actions being part



INTEGRATION JOINT BOARD

of business as usual for services, the actual impact of the UK leaving the EU might take weeks or months to be felt. Therefore, it is proposed that EU Exit remain on the strategic risk register and that the IJB make the decision to remove it from the register when it has assurance that the issues have been controlled within business as usual. This approach is contained in the Strategic Risk Register report that is being submitted to the Risk, Audit and Performance Committee on the 26th of January 2021.

The strategic risk is being consolidated to include details that were contained in Aberdeen City Council's overall corporate risk on the exit from the EU as well as including updates from NHS Grampian's Head of Procurement who represents that organisation on national procurement meetings regarding the exit.

3.2. Criminal Justice Inspection

The draft report from the Care Inspectorate of the Justice Social Work service was received just before Christmas. Details are embargoed until the full publication of this report in late February - the partnership will receive the revised report one week beforehand. Suggested typographical errors and factual inaccuracies in the draft report have been submitted to the Care Inspectorate for them to consider and amend the report as appropriate. Following publication of the full report, the Care Inspectorate will publish a report on the file reading that was undertaken as part of the inspection. An Action Plan showing how we will address the identified areas for improvement will require to be submitted to the Care Inspectorate at the beginning of April.

3.3. Granite Care Consortium

The Granite Care Consortium is a consortium of local care providers, all of which have a previous history of working within Aberdeen City. The members of the consortium are as follows:

- Aberdeen Cyrenians;
- Archway;
- Ann Inspired;



INTEGRATION JOINT BOARD

- Blackwood;
- Cornerstone;
- Inspire;
- My Care;
- Paramount;
- Penumbra;
- Specialist Resource Solutions (SRS); and
- VSA

There have been a couple of changes since the 1st November 2020 with Bon Accord Care leaving the consortium and Ann Inspired and SRS becoming full members.

The IJB will receive a report on Care at Home at its meeting in February 2021.

Regional Updates

3.4. NHS Grampian-Operation Snowdrop-Move to Level 4 Civil contingencies

NHS Grampian Operation Snowdrop moved to Level 4 of their Civil Contingencies approach on the 5th of January 2021. The NHS Grampian model for civil contingencies has five described levels of activity. Level 4 is the highest level of escalation and is described as “Maximum Response” and includes Board Control Centre and control room network being stood up in full, resilience partnership activated, and National response activated.

Operation Snowdrop aims to concentrate the whole organisation’s efforts on a discrete number of activities to ensure that the finite workforce capacity is directed at the most urgent issues.

Operation Snowdrop at level 4 comprises the following:

- Staff Health & Wellbeing
- Critical & Protected Services
- Test & Protect
- Vaccination
- Surge & Flow



INTEGRATION JOINT BOARD

Operation Snowdrop, during the escalation to Level 4 of civil contingencies, will ensure that NHS Grampian and its partners deliver only essential services to the population of Grampian until the conditions are met to resume normal activity.

The Objectives of Operation Snowdrop are as follows:

- To have a coherent plan which creates a unity of purpose for the whole health and care system and draws on the help and expertise of wider partners.
- To create a specific focus for staff, for a finite period, to ensure enough capacity to deliver against the key priorities and to maintain the health and care system in a coordinated and cohesive manner.
- To support staff, ensuring everyone's wellbeing, through the coming period and to plan the recovery for staff following the end of Operation Snowdrop.
- To plan the recovery of system - increase volume of delivery, focussed on clinical priority, improving outcomes and ensuring patient safety.
- To maintain public confidence in the health and care system
- To use the World Health Organisations six principles

Operation Snowdrop has set up a Gold/Silver/Bronze command structure, with each level having set objectives and supporting structures.

The Gold Commander is the Chief Executive of NHSG. The Chief Executive will have two supporting players, namely, the Deputy Chief Executive & the Director of Finance, one of whom will fulfil the role of Gold Commander in the absence of the Chief Executive.

The Silver Command will comprise six commanders drawn from the Clinical Leads and the Chief Officers of the Health & Social Care Partnerships. The following are paired together:

- Team A - Medical Director (Nick Fluck) with Aberdeen City CO (Sandra MacLeod)
- Team B - Nurse Director (June Brown) with Moray CO (Simon Boker-Ingram)
- Team C - Director of Public Health (Susan Webb) with Aberdeenshire CO (Angie Wood).



INTEGRATION JOINT BOARD

National Updates

3.5. Inclusion of Integrated Joint Boards as Category 1 Responders under the Civil Contingency Act 2004

As previously reported, the IJB submitted comments as part of the Scottish Government's consultation on whether IJB's should become Category 1 responders under the Civil Contingencies Act 2004. The IJB was supportive of this proposal. The Scottish Government have concluded their consultation, the results show that there were neither clear equality, operational nor strategic planning barriers to progressing the proposal and legislating for the IJB inclusion within the Civil Contingencies Act 2004 as Category 1 responders. Therefore, the amendments to the Civil Contingencies Act 2004 will be laid before the Scottish Parliament on Monday 18 January for due consideration.

Further details on how this will be operationalised for the IJB will be included in the Chief Officer's report to the next meeting of the IJB in February 2021.

3.6. Adult Social Care Review-Summary of NHS Board Chairs – collective submission on the Independent Review of Adult Social Care

The Independent Adult Social Care Review has continued its deliberations about the future social care model and the required improvements to deliver better experiences for the individuals who use our services and their unpaid carers and other family members. Agenda items since the last Chief Officer update have included: the purpose of social care, specific improvement aims, a definition of high quality; the panel's position on a human rights-based approach; and Fair Work.

There have been continuing discussions about the desired human rights-based approach and how to deliver this with the Review panel noting the "overwhelming support" for this approach. There is also a consensus that this approach needs to be embedded at all levels including assessment, eligibility and budgeting processes. Other discussions have been in respect of Fair Work and a recognition that delivering better outcomes for the people who need social care support will be enabled by valuing and investing in the workforce. The merits of outcomes-based commissioning



INTEGRATION JOINT BOARD

and alliance-based approaches have also been discussed by the panel. Briefing papers to inform these discussions have been supplied by: Fair Work Convention, Unison and IRISS.

3.7. Adult Support and Protection (ASP) Inspection Programme- Information on proposal to delay resumption of programme

Throughout November and December, 2020 the joint adult support and protection (ASP) inspection team, led by the Care Inspectorate in collaboration with HMICS and Healthcare improvement Scotland, engaged in consultation regarding the resumption of the ASP inspection programme.

The inspection programme started in February 2020 but had to be suspended shortly thereafter in response to the COVID-19 pandemic. Since that time, and in recognition of the demands on public services, the inspection team reviewed the programme to facilitate the restart of it and ensure limited impact on the partnerships, including the use of secure digital data sharing platforms to eliminate onsite activity. The modifications were well received and groups across the sector were supportive of what was viewed to be a pragmatic and thoughtful approach to gaining assurance and scrutiny of this important area of public protection. The revised approach was perceived to capture the challenges that service areas have been dealing with since the onset of the pandemic, whilst recognising that inspection activity remains an essential part of providing public assurance.

Further consultation in early 2021, and in consideration of the recent sharp rise in COVID-19 infection, and impact of this, resulted in requests from across the sector to give consideration to delaying the resumption of the inspection programme.

The ASP Multi-Agency Inspection Programme Partners Group, comprising representatives from the Care Inspectorate, HMICS and Healthcare improvement Scotland and Scottish Government, met on 7 January 2021 and agreed that the resumption of the inspection programme remains on hold for the time being.



INTEGRATION JOINT BOARD

The purpose of the inspection is to seek assurance that adults at risk of harm are supported and protected by existing national and local adult support and protection arrangements. Due to the critical nature of quality assuring that adults at risk of a harm in Scotland are safe and protected, the resumption of the inspection is a matter that will be continuously reviewed, and will be undertaken at the earliest appropriate time.

The joint inspection bodies continue to monitor adult protection activity and concern through analysis of data and ongoing engagement with public protection partnerships. Like public protection partnerships, ASP remains a priority of the joint inspection bodies throughout this time.

The Partnership will be contacted in due course when the resumption of the ASP inspection programme is confirmed.

4. Implications for IJB

- 4.1. **Equalities** – there are no implications in relation to our duty under the Equalities Act 2010.
- 4.2. **Fairer Scotland Duty** - there are no implications in relation to the Fairer Scotland Duty.
- 4.3. **Financial** – there are no immediate financial implications arising from this report.
- 4.4. **Workforce** – there are no immediate workforce implications arising from this report.
- 4.5. **Legal** – there are no immediate legal implications arising from this report
- 4.6. **Other**- there are no other immediate implications arising from this report.

5. Links to ACHSCP Strategic Plan

- 5.1. The Chief Officers update is linked to current areas of note relevant to the overall delivery of the Strategic Plan.



INTEGRATION JOINT BOARD

6. Management of Risk

6.1. Identified risks

6.2. The updates provided link to the Strategic Risk Register in a variety of ways, as detailed below.

6.3. Link to risks on strategic or operational risk register:

The main issues in this report directly link to the following Risks on the Strategic Risk Register:

1- There is a risk that there is insufficient capacity in the market (or appropriate infrastructure in-house) to fulfil the IJB's duties as outlined in the integration scheme.

4- There is a risk that relationship arrangements between the IJB and its partner organisations (Aberdeen City Council & NHS Grampian) are not managed to maximise the full potentials of integrated & collaborative working. This risk covers the arrangements between partner organisations in areas such as governance; corporate service; and performance

6- There is a risk of reputational damage to the IJB and its partner organisations resulting from complexity of function, delegation and delivery of services across health and social care.



9- There is a risk that if the System does not redesign services from traditional models in line with the current workforce marketplace in the City this will have an impact on the delivery of the IJB Strategic Plan.

10- There is a risk that ACHSCP is not sufficiently prepared to deal with the impacts of Brexit on areas of our business, including affecting the available workforce and supply chain.



INTEGRATION JOINT BOARD

- 6.4. How might the content of this report impact or mitigate these risks:**
The Chief Officer will monitor progress towards mitigating the areas of risk closely and will provide further detail to the IJB should she deem this necessary.

Approvals	
	Sandra Macleod (Chief Officer)
	Alex Stephen (Chief Finance Officer)