

ABERDEEN CITY COUNCIL

COMMITTEE	Council
DATE	5 th March 2018
REPORT TITLE	Aberdeen City Integration Joint Board
REPORT NUMBER	OCE/18/024
LEAD OFFICER	Angela Scott
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1. PURPOSE OF REPORT:-

The report provides the Council with details of the arrangements put in place for governance of the Integration Joint Board (IJB).

2. RECOMMENDATION(S)

That the Council notes the content of this report.

3. BACKGROUND/MAIN ISSUES

3.1 The Council has instructed the Chief Executive to provide quarterly reports to members on matters relating to the IJB that she considers to be of interest to them at Council meetings, such reports including financial monitoring information in relation to the IJB.

3.2 Purpose and Strategic Planning

3.2.1 The Board agreed at its meeting on 15 November 2016 that the first review of the Strategic Plan be carried out between June and September 2017. A Strategic Planning Group is currently working to refresh the Plan for April 2019. At the Board's meeting in December, 2017, they instructed the review of all IJB strategies in order to inform the development of the next Strategic Plan. The Council will be consulted on this review and attention should be given to, amongst other key areas, the alignment of the Strategic Plan to Community Planning Aberdeen's Local Outcome Improvement Plan.

3.2.2 The Board at their December, 2017, meeting approved four Locality Plans as required by the Public Bodies (Joint Working) (Scotland) Act 2014. The plans provide an assessment of local priorities and need. It was noted that the development programmes of work within each locality was ongoing and that progress with implementing the plans would be reported to the Board in

May 2018.

- 3.2.3 The Board considered a draft Carers Strategy, to comply with the requirements of the Carers (Scotland) Act 2016, at their meeting of October, 2017. Approval as deferred to allow further detail on young carers to be included within the draft strategy. The draft Strategy, including additional content on Young Carers, was re-submitted to the Board's next meeting on 12 December 2017. The Board agreed to issue the Strategy for wider public consultation and consider a proposed final version in March 2018.

3.3 Board Governance

- 3.3.1 At their meeting in October 2017, the Board considered a report by Council officers which reviewed IJB standing orders and recommended revisions for Board approval. These were approved and took effect at the Board's next meeting on 12th December, 2017.
- 3.3.2 The Board agreed at their meeting in October, 2017, to review the terms of reference, membership and structure of both the Audit and Performance Systems Committee and the Clinical and Care Governance Committee at the Board meeting on 22 May 2018.
- 3.3.3 The Board received the first Chief Social Work Officer Annual Report at their meeting in December, 2017. This report is also submitted for Council's consideration on 5th March, 2018.
- 3.3.4 The Board approved a revised Board Assurance and Escalation Framework (BAEF) at their meeting on 30th January, 2018. The revisions including the addition of a risk appetite statement and a simplified clinical and care governance structure.

3.4 Reserved and Delegated Powers

- 3.4.1 Aberdeen City Council and NHS Grampian have delegated a range of statutory functions in respect of health and social care to the IJB. It is important to note that these functions have been delegated and not transferred. This means that the statutory accountability for the functions still remains with the Council and NHS Grampian, under the direction of the IJB.

3.4.2

Work is ongoing with officers within Legal and Democratic Services to make suitable amendments to ACC's **Scheme of Delegation** which shall address operational and statutory delegations to officers in order to fulfil the delivery of the Integration of health and social care agenda. The Board have been advised that the Scheme will be "aligned" to the development of Aberdeen City Council's revised Scheme of Delegation, which, as Members will be aware, is being reviewed as part of a comprehensive review of the Council's governance arrangements. This review will provide clarity on the nature and applicability of ACC's Scheme of Delegation to the role of Chief Officer and

her executive team. A report will be tabled to the IJB at the conclusion of the review of the Scheme, which will clarify the remit and responsibilities of the Chief Officer, Head of Operations and the Chief Financial Officer in respect of the operational management and deliverability of the integrated services.

3.5 Financial Governance

2017/18

- 3.5.1 The Audit and Performance Committee, at their meeting of 16th January, 2018, considered the financial position for 2017-18 and were advised of a forecasted year-end position showing a projected overspend of £3,477,000 on mainstream budgets. The main areas of overspend were listed as prescribing (forecast £1,817,000); Out of Area Treatments (£580,000) and Grampian wide hosted services (£1,050,000).
- 3.5.2 The Integration Scheme makes provision that for any overspend which cannot be recovered or funded from uncommitted reserves both partners, or one partner, can make a one off payment to be recovered from their baseline payment to the IJB in the next financial year. However, officers indicated that the £3,477,000 can be accommodated from within the Integration and Change Fund. This means that partners would not incur any additional financial pressure on their own budgets. The Committee were advised that the AH&SCP Executive Team and Senior Managers continue to look for ways to resolve as much of the overspend in 2017/18 as possible.

Financial Strategy 2018/19 - 2023/24

- 3.5.3 The Board met on 13th February, 2018, to consider and endorse a Medium Term Financial Strategy, which included the provisional levels of funding delegated to the IJB by both the Council and NHS Grampian for 2018-19, the funding being subject to the formal agreement of the Council (on 6th March, 2018) and NHS Grampian budgets.

3.6 System of Risk Management

- 3.6.1 The IJB's Audit and Performance Systems Committee most recently considered the Partnership's Strategic Risk Register on 21st November 2017. The Register recorded 5 risks graded as "High". These are:-
- **Risk of significant market failure in Aberdeen City** - Amongst the mitigation noted is the development of a provider forum to support relationship and market management and the setting aside of a risk fund. However, the Register notes that market or provider failure can happen quickly despite good assurances being in place;
 - **Risk of IJB financial failure with demand outstripping available budget and that the IJB cannot deliver on priorities and statutory**

work, and that it projects an overspend - This is mitigated by the Board's Reserve Strategy and financial monitoring and budget setting.

- **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** - The Register records that a communications strategy and action plan are in place and that locality leadership groups are building relationships with communities and stakeholders.
- **Failure to deliver transformation at a pace or scale required by the demographic and financial pressures in the system** - The Register notes that a review of the transformation programme and governance arrangements is being undertaken.
- **Outcomes expected to be delivered by hosted services are not realised and that the IJB fails to identify non-performance through its own systems.** - This risk relates to services that Aberdeen IJB hosts on behalf of Moray and Aberdeenshire, and those hosted by those IJBs and delivered on behalf of Aberdeen City. The level of risk is recorded as high because increased because projected overspends on hosted services are a factor in the IJB's overspend position, which may impact on the outcomes expected by the hosted services.

3.6.2 In addition to these "High" risks, 5 "Medium" rated risks are recorded on the Register.

3.6.3 An Internal Audit report was considered by the Audit and Performance System Committee in November, 2017. It made recommendations across a broad range of governance issues. The Committee instructed that further consideration be given in relation to Internal Audit's recommendation in regard to operational and financial reporting.

3.6.4 A report was submitted to the Board on 12th December, 2017, providing an update on the future plans for Kingsmead Nursing Home. As noted elsewhere in this report market failure remains a high risk on the Strategic Risk Register for the Partnership. The Board also agreed to request a further report providing more information on the future model of care.

3.7 Clinical Care Governance

3.7.1 The Clinical and Care Governance Committee receives, on a quarterly basis, details of any governance issues or concerns that the **Clinical & Care Governance Group** agreed should be escalated to the committee. Governance data reported to the Committee includes:-

- NHS Adverse Events
- NHS Feedback Report

- HSCP Workforce Issues
- Risk and Board Escalation and Assurance
- Social Work Governance Data, inc. Health and Safety Update

The Committee currently meets in private and details of these reports are exempt from publication.

3.7.2 The Chief Officer has now been formally added to the membership of the Aberdeen City Public Protection Chief Officers Group. This Group oversees the statutory Aberdeen City Adult Protection Committee and, as such, consideration is being given to the interrelationship between the statutory Committee and the IJB's Clinical & Care Governance Committee.

3.8 System of Performance Management

3.8.1 At their October 2017 meeting the Board considered an update on the most current data in respect of the Partnership's performance against the National Core Suite of indicators, as well as, progress against other high level IJB performance measures. The report also detailed actions to be taken to support improvement in areas of poorer performance and described progress in implementing the Partnership's Performance Framework. The Board agreed bi-annual performance reporting to the IJB, and the Audit and Performance Systems Committee.

3.8.2 Amongst the issues highlighted within this report were:-

- Significant improvement in delayed discharge performance, including most recent data showing above national average performance;
- An improving trend in emergency admissions, and associated bed days, for people over 65;
- An improving trend in services evaluated positively by the Care Inspectorate.

3.8.3 Of the 20 national indicators the report highlighted 7 where performance had declined (although this included 3 which benchmarked above the national average) and a further 3 which remained below the national average despite local improvement.

3.8.4 The report also highlighted pressures and challenges in sharing operational and performance data within the Partnership and the efforts to achieve this within Data Protection legislation.

3.8.5 The Audit & Performance Systems Committee considered a report at its November 2017 meeting which provided an update on **transformational activity** including a Programme Dashboard which summarised, for each workstream and project, expenditure to 31/3/17; expenditure to date for 17/18; and projected expenditure for 17/18, 18/19 and 19/20. Anticipated benefits against each project are described, but not, in the Dashboard, quantified in financial or performance terms.

3.8.6 The Transformation Programme includes the following priority areas for strategic investment:

- Acute Care at Home
- Supporting Management of Long Term Conditions – Building Community Capacity
- Modernising Primary and Community Care
- Culture Change/ Organisational Change
- Strategic Commissioning and Development of Social Care
- Information and Communication Technology and Technology Enabled Care (included within a wider work programme also including infrastructure and data sharing)
- Delayed Discharge

The Transformation and Change Plan was considered by the Board on 30th January, 2018, which approved the issuing of Directions for the extension of contacts as follows:-

3.8.7

Direction	Budget (£)	
Social Transport Extension	87,203	Appendix A
Living Well Café Extension	30,000	Appendix B
The Befriending Service	16,000	Appendix C
Post Diagnostic Support Service	84,388	Appendix D

3.9 Procurement Governance

3.9.1 It has been previously reported that a draft **Strategic Commissioning Implementation Plan** was presented to the Board on 15th August 2017. The draft Plan set out commissioning intentions in relation to:-

- Care at home
- Residential care for older people and people with physical disabilities
- Residential care for people with a learning disability
- Residential care for people with mental health needs
- Intermediate care
- Out of Hours & Responder Service
- Reablement service

3.9.2 A market facilitation steering group was established to oversee the development of key principles and activities to underpin commissioner/provider relationships and activities to support the reshaping of existing care models.

3.9.3 The Board approved the Plan at their meeting on 30th January, 2018, and made an instruction that an annual report be submitted on the implementation of the Plan.

3.10 **Additional Directions**

- 3.10.1 The Board agreed in August, 2017, to re-commission the Framework for Learning Disability services by replacing the existing framework with a Framework for Supported Living Services. This has now been tendered and a contract awarded. This Direction is attached at Appendix E.
- 3.10.2 The Board at their meeting of 30th January, 2018, approved a commissioning plan for mental health services and services for people with long term alcohol misuse, together with plans to extend residential contracts and retender support services; approval of the total estimated expenditure; and approval to award contracts following the completion of the tender process. This Direction, is attached at Appendix F, without the estimated expenditure.

3.11 **Chief Officer**

- 3.11.1 The current Chief Officer has advised that she is preferred candidate to take up an alternative role outwith ACH&SCP. Arrangements will be made for the recruitment of a new Chief Officer and, in the meantime, interim arrangements are being planned.

4. **FINANCIAL IMPLICATIONS**

- 4.1 There are no financial implications arising directly from this report. Finance is, however, a key element of the governance arrangements of which this report provides details. Any financial implications resulting from addressing financial governance issues of the IJB will be reported at the appropriate time.

5. **LEGAL IMPLICATIONS**

- 5.1 There are no legal implications arising directly from this report.

6. **MANAGEMENT OF RISK**

- 6.1 Any significant risks will be identified and managed as appropriate. The report includes details of the system of risk management as well as identified financial risks.

7. **IMPACT SECTION**

Economy	-	None directly.
People	-	None directly.
Place	-	None directly.

Technology - None directly.

8. BACKGROUND PAPERS

None.

9. APPENDICES

Appendix A - Direction "Social Transport Extension"
Appendix B - Direction "Living Well Café Extension"
Appendix C - Direction "The Befriending Service"
Appendix D - Direction "Post Diagnostic Support Service"
Appendix E - Direction "Framework for Learning Disability"
Appendix F - Direction "Mental Health Commissioning"

10. REPORT AUTHOR DETAILS

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