



INTEGRATION JOINT BOARD

Minute of Meeting

11 December 2018

Health Village, Aberdeen

Present:- Jonathan Passmore, MBE (Chairperson); Councillor Sarah Duncan (Vice Chairperson); Councillors John Cooke (as substitute for Councillor Samarai) and Jennifer Laing; and Rhona Atkinson, Professor Steve Heys and Luan Grugeon (NHS Grampian Board members); Mike Adams (Partnership Representative, NHS Grampian), Nicola Anderson (Lead Health Visitor), Jim Currie (Trade Union Representative, Aberdeen City Council), Howard Gemmell (Patient and Service User Representative), Heather MacRae (Professional Nursing Adviser, NHS Grampian) for articles 1 to 16 and 21, Dr Malcolm Metcalfe (Secondary Care Representative), Graeme Simpson (Chief Social Work Officer, Aberdeen City Council) to article 17, Kenneth Simpson (Third Sector Representative), Sandra Ross (Chief Officer, Aberdeen City Health and Social Care Partnership) and Alex Stephen (Chief Finance Officer, Aberdeen City Health and Social Care Partnership).

Also in attendance Alan Thomson and Steph Dunsmuir (Governance, ACC); Alison MacLeod (Lead Strategy and Performance Manager ACHSCP for articles 11, 14 and 20); Kevin Toshney (Planning and Development Manager ACHSCP for article 12); Jenny Rae (Strategic Development Officer ACHSCP for article 13); Simon Rayner (ADP Team Lead) and Superintendent Richard Craig (Police Scotland) for article 16; Gail Woodcock (Lead Transformation Manager ACHSCP for article 19); Jean Stewart-Coxon (Social Care Contracts Manager for article 20), and Kay Dunn (Lead Planning Manager for article 21).

Apologies: Councillor Claire Imrie; Faith-Jason Robertson-Foy; Gill Moffat and Angela Scott.

The agenda and reports associated with this minute can be located [here](#).

Please note that if any changes are made to this minute at the point of approval, these will be outlined in the subsequent minute and this document will not be retrospectively altered.

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WELCOME FROM THE CHAIR

1. The Chair opened the meeting and noted his thanks to Iain Robertson for the support he had provided to the Board during his time as Clerk, wishing him good luck in his new role within Aberdeen City Council. He further advised that Members should have received an emailed update from the Executive Team providing assurance in respect of Allied Healthcare.

The Board resolved:-

- (i) to thank Iain Robertson for his support and work undertaken during his time as Clerk to the Board, and to wish him luck in his new role; and
- (ii) to note that an update had been circulated by the Executive Team in respect of Allied Healthcare.

DECLARATION OF INTERESTS

2. Luan Grugeon declared an interest in item 15 (Alcohol and Drugs Partnership Investment Plan) by virtue of her role as Chair of Aberdeenshire Alcohol and Drugs Partnership and a supporter of Aberdeen in Recovery, however she did not consider that the nature of her interest required her to withdraw from the meeting during consideration of the item.

The Board resolved:-

to note the declarations of interest intimated.

DETERMINATION OF EXEMPT BUSINESS

3. The Chair proposed that agenda items 17, 18, 19 and 20 be considered with the press and public excluded.

The Board resolved:-

In terms of Section 50(A)(4) of the Local Government (Scotland) Act 1973, to exclude the press and public from the meeting during consideration of the aforementioned items of business so as to avoid disclosure of exempt information of the classes described in paragraphs 6 and 9 of Schedule 7(A) of the Act.

MINUTE OF BOARD MEETING OF 9 OCTOBER 2018

4. The Board had before it the minute of its meeting of 9 October 2018.

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The Board resolved:-

to approve the minute as a correct record.

MATTERS ARISING

5. The Chair advised that all matters arising were covered elsewhere in the business statement and later on the agenda.

The Board resolved:-

to concur with the Chair.

DRAFT MINUTE OF AUDIT AND PERFORMANCE SYSTEMS COMMITTEE OF 13 NOVEMBER 2018

6. The Board had before it the draft minute of the Audit and Performance Systems Committee of 13 November 2018 for information.

The Board resolved:-

to note the draft minute.

DRAFT MINUTE OF CLINICAL AND CARE GOVERNANCE COMMITTEE OF 27 NOVEMBER 2018

7. The Board had before it the draft minute of the Clinical and Care Governance Committee of 27 November 2018 for information.

The Board resolved:-

to note the draft minute.

BUSINESS STATEMENT

8. The Board had before it a statement of pending business for information.

The Board resolved:-

- (i) to note that item 5 (Diet, Activity and Healthy Weight) had been deferred to the Board meeting of 22 January 2019;
- (ii) in respect of item 7 (Risk Management), to note that work was ongoing in respect of risks associated with the Brexit transition process and to agree that an update report would be provided to the Board in January which could include the recent information which had been presented to the NHS Board;

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- (iii) to remove items 3 (Transformation Decisions), 4 (Scheme of Assistance Private Sector Grants Budget 2017-18), 6 (Mental Health Commissioning), 8 (Ethical Care Charter Implementation), 9 (Medium Term Financial Strategy), 10 (GMB Contract), 12 (Bon Accord Care Contract Review) and 14 (Rosemount Medical Group -Options Appraisal); and
- (iv) to otherwise note the business statement.

IJB BUDGET MEETING - DATE CHANGE

9. The Board had before it a report by Alex Stephen, Chief Finance Officer, ACHSCP, which proposed a revision to the date of the Integration Joint Board's budget meeting from 5 March to 12 March 2019 due to a clash with Aberdeen City Council's budget meeting on 5 March.

The report recommended:-

that the Board agree to move the planned IJB budget meeting from 5 March 2019 to 12 March 2019.

At this juncture, Rhona Atkinson advised that a meeting of the NHSG Performance Governance group was in the diary for the afternoon of 12 March and the Chair proposed that the rescheduled IJB budget meeting be arranged for the morning of 12 March.

The Board resolved:-

to approve the recommendation, but to request that the meeting be rescheduled to the morning of 12 March.

CHIEF SOCIAL WORK OFFICER ANNUAL REPORT

10. The Board had before it a report by Graeme Simpson, Chief Social Work Officer, ACC, which presented the Chief Social Work Officer's Annual Report for the 2017/18 financial year. The report provided information on the role and responsibilities exercised by the Chief Social Work Officer, as well as detail on statutory decision making that had been undertaken during the period and progress on key areas of social work provision within Aberdeen.

Mr Simpson advised that the report required to be submitted to the Scottish Government on an annual basis and that he proposed to look at the format of the document for future years.

Thereafter there were questions for Mr Simpson in respect of recruitment challenges with social workers and mental health workers, and the transition from children's

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services to adult services. Mr Simpson advised that there were difficulties with recruitment but that he maintained links with Robert Gordon's University and there had been some progress with recruiting mental health workers. Training schemes were also in place and work would be undertaken to identify any evolving training requirements. In respect of the transition between children's services and adult services, Mr Simpson had regular contact with Claire Duncan of Adult Social Care to ensure that there was awareness of any issues and to enable Ms Duncan to escalate any particular concerns.

The report recommended:-

that the Board note the content of the Chief Social Work Officer Annual Report, as attached at Appendix A.

The Board resolved:-

to approve the recommendation.

PERFORMANCE MONITORING

11. The Board had before it a report by Alison MacLeod, Lead Strategy and Performance Manager, which provided an update on current developments and future proposals in relation to performance monitoring.

Ms MacLeod explained that work had been undertaken to map the performance indicators to the strategic priorities, and the recommendations set out the proposals for how reporting would be undertaken in future. It was proposed that high-level indicators would be reported to the Board, with other indicators reports to the Clinical Care and Governance and Audit and Performance Systems Committees, with the opportunity for matters to be escalated to the IJB if required. Work was also being undertaken on the role and remit for the Clinical Care and Governance Committee.

Thereafter, there followed questions and comments in respect of whether benchmarking would be useful; the likely requirement for some self-assessment; and the figures in respect of the numbers of re-admissions. It was noted that it would not be possible to benchmark against all the indicators and benchmarking would not necessarily ensure that the partnership was satisfying its statutory requirements or the delivery of the Strategic Plan. In relation to re-admissions, Ms MacLeod advised that an action plan was being prepared, and that links had been made with partnerships who had managed to reduce re-admissions. It was noted that the action plan would eventually be reported to the Clinical Care and Governance Committee.

The report recommended:-

that the Board –

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- (a) approve the proposals in relation to the performance monitoring approach and timescales as described in paragraphs 3.11 to 3.14 of the report; and
- (b) note the commentary in relation to the red indicators from the Annual Report which was reported to the IJB on 28 August 2018 in paragraph 3.14 of the report; and
- (c) instruct the Lead Strategy and Performance Manager to develop a local survey to provide robust and relevant feedback from those who use our services.

The Board resolved:-

- (i) to thank Alison MacLeod for the work which had been undertaken to move forward the discussion around performance monitoring;
- (ii) in respect of re-admissions (paragraph 3.17 in the report), to note that work was being undertaken, including discussions with partnerships who had reduced re-admissions, and to note that the resulting action plan would be reported to the Clinical Care and Governance Committee;
- (iii) to approve the recommendations, subject to amending recommendation (a) above to read “to approve the proposals in relation to the performance monitoring approach and timescales as described in paragraphs 3.6 and 3.11 to 3.14 of the report”.

DRAFT STRATEGIC PLAN 2019-2022

12. The Board had before it a report by Kevin Toshney, Planning and Development Manager ACHSCP, which presented the draft Strategic Plan 2019-2022 and sought approval for public consultation to be undertaken on the Plan.

The report recommended:-

that the Board –

- (a) note the draft Strategic Plan 2019-2022;
- (b) agree that there should be a public consultation on the plan during the period 7 January to 28 February 2019;
- (c) agree that the most current version of the Aberdeen City Health and Social Care Partnership Strategic Plan be presented to the IJB at its budget meeting; and
- (d) agree that the revised ACHSCP Strategic Plan be presented to the IJB at its meeting of 26 March 2019 for final agreement, and note that the IJB would be advised when the accompanying Implementation Plan would be presented to the Audit and Performance Systems Committee.

Mr Toshney proposed a small amendment to the wording of recommendation (b) above, as follows:-

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- (b) to instruct the Chief Officer to conduct a public consultation on the draft Strategic Plan 2019 – 2022 during the period 7 January to 28 February 2019.

Thereafter, there were questions and comments in relation to the report. Members noted that the plan was relatively high-level and therefore officers would require to ensure that it was accessible to all in terms of the consultation. In response to comments on how there would be a demonstration of measuring achievement and commitment to improvements, Mr Toshney advised that there would be reframing of the plan to ensure that there was focus on priorities and commitments.

The Board resolved:-

- (i) to note that the plan required to be accessible to all; and
(ii) to approve the recommendations, including the proposed amendment to recommendation (b) set out above.

AUTISM STRATEGY AND ACTION PLAN

13. The Board had before it a report by Jenny Rae, Strategic Development Officer ACHSCP, which sought approval of the revised Autism Strategy and Action Plan for Aberdeen City. Ms Rae explained that the review had been undertaken through collaboration between NHS Grampian and Aberdeen City Council and local stakeholders. The revised strategy took the Local Outcome Improvement Plan and Strategic Plan into account, as well as the views provided by autistic people and their families in relation to their experiences. It had been developed through full consultation with autistic people and their families and relevant professionals.

Thereafter, Members asked questions and provided comments in respect of the possible workforce implications, noting the recent announcement of funding from the Scottish Government which required to be match-funded. Ms Rae advised that the report had been written prior to the announcement of the funding and the action plan would be delivered within the current workforce arrangements. Work had already commenced to identify the match-funding and it was expected that this could be met by aligning existing resources, although Alex Stephen advised that if this was not possible, officers would take the matter back to the Board for determination.

It was suggested that appendix A could be delineated to remove some of the information in respect of process and make it clearer what the strategy would do. Kenneth Simpson suggested that there could be a role for the third sector in the action plan, and Ms Rae advised that there were three representatives from the Autism Forum on the steering group but that they were looking to increase those numbers.

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The report recommended:-

that the Board –

- (a) approve the Autism Strategy and Action Plan which would take effect from 1 April 2019;
- (b) note the Autism Strategy and Action Plan would be presented to the Aberdeen City Council Operational Delivery Committee for approval in January 2019; and
- (c) note that progress reports on implementation will be provided to the Integration Joint Board annually.

At this juncture, Graeme Simpson proposed a slight amendment to recommendation (a) as follows:-

“To approve the Autism Strategy and Action Plan, which would take effect from 1 April 2019, **subject to approval by the Aberdeen City Council Operational Delivery Committee.**”

The Board resolved:-

- (i) to approve the recommendations, with the amendment to recommendation (a) as set out above; and
- (ii) to note that outwith the annual progress report to the IJB, updates would be provided to the Clinical Care and Governance Committee in the interim.

SHORT BREAKS SERVICES STATEMENT

14. The Board had before it a report by Alison MacLeod, Lead Strategy and Performance Manager, which sought approval for the Aberdeen City Short Breaks Services Statement.

Ms MacLeod explained that it was the final requirement to be taken forward from the Carers (Scotland) Act 2016 and required to be published by 31 December 2018. She advised that the format of the statement had been prepared through work undertaken by a national working group and the statement was for use by both practitioners and carers. She explained that it was intended to build on the bank of examples included in the statement and that the link to the Local Guidelines on the Waiving of Charges for Support to Carers would be made live in the document.

The report recommended:-

that the Board approve the Aberdeen City Short Breaks Services Statement.

The Board resolved:-

to approve the recommendation.

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STRATEGIC PLANNING FRAMEWORK FOR DELEGATED SERVICES (ACUTE)

15. The Board had before it a report by the Chief Officer which presented a proposed strategic planning framework for those services delegated by NHS Grampian to integration authorities for cross-system strategic planning across Grampian.

In respect of the proposal that approval for the Commissioning Brief and the final draft of the Strategic Plan be undertaken by the North East Partnership Steering Group, Members sought clarification about the decision-making powers of that Group and when it was due to meet, noting with concern that it had not been meeting. In response to queries from Board Members around the use of an independent representative to oversee the planning process, the Chief Officer advised that there would be facilitated workshops with representation from the Acute Sector and the three IJBs. Members also sought clarification around the financial risk if there was to be an overspend and officers advised that it would be understood going into the workshops and the process that there was no additional funding available.

In relation to the recommendations contained in the report:-

that the Board accept the proposed approach to planning for delegated services, which was outlined in the report as follows:-

- (a) to endorse the recommended Framework which had been developed jointly by the Chief Officers and the Strategic Planning Groups within Aberdeenshire, Aberdeen City and Moray Health and Social Care Partnerships;
- (b) to note that the Framework required those IJBs which had host responsibility to lead on the commissioning of strategic plans, and this would be done in consultation with all IJBs; and
- (c) to note that the Framework would be initially tested and revised as appropriate in the coming months with the development of the strategic framework for the provision of care to the elderly population linked to the service hosted by Aberdeen City,

Members agreed that they would not be content with approving an untested process and agreed to amend the recommendations.

The Board resolved:-

- (i) to note that the Chair and Chief Officer would write to the Chief Executive of NHS Grampian to ascertain when the North East Partnership Steering Group would meet; and
- (ii) to approve the approach set out in the report as a working draft proposal, and to instruct the Chief Officer to report back to the IJB for formal endorsement of the approach within six months, following review of the draft process and subject to receiving clarification on the North East Partnership Steering Group and its role and remit.

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DECLARATION OF INTEREST

Luan Grugeon declared an interest in item 15 (Alcohol and Drugs Partnership Investment Plan) by virtue of her role as Chair of Aberdeenshire Alcohol and Drugs Partnership and a supporter of Aberdeen in Recovery, however she did not consider that the nature of her interest required her to withdraw from the meeting during consideration of the item.

ALCOHOL AND DRUG PARTNERSHIP INVESTMENT PLAN: PROGRAMME FOR GOVERNMENT 2018-19

16. The Board had before it a report by Simon Rayner, Alcohol and Drug Partnership Team Lead / SMS Operational and Planning Manager, which sought ratification of the ADP investment plan and direction of travel.

Members heard from Mr Rayner and Superintendent Richard Craig, Police Scotland, in respect of the report. They advised that the ADP was going through a period of restructure and that governance around financing and the work to be undertaken was key. Thereafter, Members asked questions in respect of how drinking in communities could be prevented, noting that there could be a challenge in engaging with the public in hard to reach areas. There was discussion around linking with the Community Planning Partnership as elements of the Local Outcome Improvement Plan related to education in respect of alcohol. Mr Rayner sought confirmation from the Board as to reporting around the plan and it was noted that the services being delivered would likely be reported through the Clinical Care and Governance Committee but that an annual report could be submitted to the Board.

The report recommended:-

that the Board agree the direction of travel as outlined in the Alcohol and Drug Partnership Investment Plan.

The Board resolved:-

- (i) to approve the recommendation; and
- (ii) to request that an annual report be submitted to the IJB in respect of the Investment Plan.

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AUDIT SCOTLAND: HEALTH & SOCIAL CARE INTEGRATION - AN UPDATE ON PROGRESS

17. The Board had before it a report by Alex Stephen, Chief Finance Officer, which presented the Audit Scotland report “Health and Social Care – An Update on Progress”. Mr Stephen advised that Audit Scotland had offered to discuss the report and that he could organise a workshop session if Members wished. He particularly highlighted Exhibit 7 in the report (Features Supporting Integration) as being helpful in assisting to highlight where there could be potential blockages.

Members noted that it was a fair and balanced report and would be discussed in more detail at the Audit and Performance Systems Committee. They further discussed a form of self-assessment exercise being undertaken by the Board.

The report recommended:-

that the Board note the content of the Audit Scotland report as attached at Appendix A.

The Board resolved:-

- (i) to note that the report would be discussed in more detail at the Audit and Performance Systems Committee;
- (ii) to note that officers would organise a workshop session with the Board in respect of self-assessment, to look at performance against the 12 principles of the Public Bodies (Joint Working) (Scotland) Act 2014; and
- (iii) to approve the recommendation.

In accordance with the decision recorded under article 3 of this minute, the following items were considered with the press and public excluded.

CHIEF OFFICER UPDATE

18. The Board received a verbal update from the Chief on progress with regard to Kingswells Care Home; staffing arrangements at Horizons Rehabilitation Centre; and the recent Health and Social Care Conference which had been opened by the Scottish First Minister.

The Board resolved:-

to note the verbal update from the Chief Officer.

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TRANSFORMATION DECISIONS REQUIRED

19. The Board had before it a report by Gail Woodcock, Lead Transformation Manager ACHSCP, which sought approval to incur expenditure; for the Board to make Directions to NHS Grampian, in relation to projects that sat within the Partnership's Transformation; and for approval of a financial change in respect of a project within the transformation programme.

Thereafter, Members asked questions in respect of the Oral Nutritional Supplement project and the Workflow Optimisation project. In respect of the latter, Mrs Woodcock explained that there would be an initial round of intensive training, with future training being undertaken by staff who had received the initial training.

The report recommended:-

that the Board –

- (a) agree to incur the expenditure as set out in section 4.1 of the report, relating to (a) Workflow Optimisation and (b) Maternity Vaccinations;
- (b) note the Oral Nutritional Supplement Project that sought to ensure greater efficiency in that area;
- (c) agree the proposed project change relating to Community Link Working – Links Approach as set out in Appendix D to the report; and
- (d) make the Directions relating to the above projects as specified in Appendices A, B and C of the report, and instruct the Chief Officer to issue the Directions to NHS Grampian.

The Board resolved:-

to approve the recommendations.

COMMISSIONING AND PROCUREMENT WORKPLAN

20. The Board had before it a report by Alison MacLeod, Lead Strategy and Performance Manager, which provided information in respect of commissioning for social care and support services; sought approval for the related procurement activity to be undertaken in line with Aberdeen City Council's Financial Regulations; and sought approval in relation to Following the Public Pound grant awards.

Thereafter, Members enquired if there was to be exploration of opportunities for a co-production approach with partners prior to any tender advertisement. Officers were looking at more collaborative models for delivery, and a range of procurement routes were used. Ms MacLeod advised that service reviews were about to commence, and if any commissioning decisions were required as part of that process, a report would be brought forward in March 2019.

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During the discussion on the commissioning of services, there was comment made in respect of ensuring that organisations were committed to the principles of the Ethical Care Charter. It was noted that assurance around this would be expected for commissioned services and would be monitored, likely through the Audit and Performance Systems Committee.

As a result of this discussion, the Vice Chairperson declared an interest by virtue of her role as a paid official of UNISON but did not consider that the nature of her interest required her to leave the meeting during consideration of the item.

The report recommended:-

that the Board –

- (a) to approve the Social Care Procurement Business Cases which set out the known commissioning requirements from now until March 2020;
- (b) to make the Direction, as attached at Appendix F to the report, and to instruct the Chief Officer to issue the Direction to Aberdeen City Council;
- (c) to approve the award of 3 year grant funding to the organisation detailed in section 3.6 of the report and make the Direction detailed at Appendix G, and instruct the Chief Officer to issue the Direction to Aberdeen City Council; and
- (d) to approve a further one year award to the organisation detailed in section 3.7 of the report and make the Direction detailed at Appendix H, and instruct the Chief Officer to issue the Direction to Aberdeen City Council.

The Board resolved:-

to approve the recommendations.

UPDATE ON PROGRESS OF THE COUNTESSWELLS PROJECT

21. The Board had before it a report by Ali Chapman, Project Manager (Capital and Services) ACHSCP, which provided an update on progress made to develop a future service delivery model for the interim health solution in the new community of Countesswells. Kay Dunn, Lead Planning Manager, was in attendance to speak to the report.

Members asked questions in respect of progress to date and discussions with the developer and noted that it was important to ensure communication with residents of Countesswells. It was also noted that discussion should be undertaken with Planning colleagues to ensure that there was early engagement with the IJB in respect of any Section 75 agreements for future developments.

The report recommended:-

that the Board –

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- (a) recommend to the NHSG Board that the interim health facility is not required at this time due to the reasons outlined in paragraph 3.12 of the report; and
- (b) instruct the Chief Officer to work with Aberdeen City Council, NHS Grampian and Community Planning Aberdeen partners to explore the opportunities to deliver a more integrated model of health, education and community services in the spirit of partnership working to develop the full solution of a Health Centre for the Countesswells community.

Councillor Cooke proposed that the Board did not consider the proposal in the report to enable further discussion with the developer, however as there was no support for this proposal from the other Board members, this amendment fell.

The Board resolved:-

to approve the recommendations.

VALEDICTORY

22. The Vice Chair advised the Board that this was the last meeting to be chaired by Jonathan Passmore MBE and therefore expressed her gratitude for how he had undertaken the role of Chair, noting that he led by example and worked to build good relationships and consensus, and that had influenced the operation of the Board during his time as Chair. The Chair thanked Members for their support in his time as Chair.

The Board resolved:-

to concur with the remarks of the Vice Chair.

- **JONATHAN PASSMORE MBE, Chairperson**

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