

## ABERDEENSHIRE

### INTEGRATION JOINT BOARD

COUNCIL CHAMBER - WOODHILL HOUSE, WESTBURN ROAD, ABERDEEN, AB16  
5GB, WEDNESDAY, 20TH MARCH, 2024

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

Councillor A Stirling (Chair), J Tomlinson (NHS Grampian) (Vice-Chair),  
Councillor M Grant, Councillor D Keating, Councillor G Lang, Councillor  
S Logan, Mr S Lindsay and Ms S Webb.

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

S Kinsey (Third Sector Representative), F Culbert (Carer Representative),  
R Taylor (Primary Care Advisor), D Hekelaar (Third Sector Representative),  
J Barnard (Nursing Lead Advisor), Kirk (UNISON Trade Union), K Grant  
(NHS Trade Union), Milliken (Chief Officer) and Smith (Chief Finance and  
Business Officer)

**Officers:** A Corsar, L Flockhart, P Jensen, F Lovie, A MacLeod, J Raine Mitchell, R  
McGregor, A Pirrie, J Shaw (Aberdeenshire Health and Social Care  
Partnership); C Cameron, A Chapman, A McGruther, C Coldwell, Dr A  
Glennie (NHS Grampian); L Cowie, E House, R Meiklejohn, E Stratton, N  
Stephenson, S Ward and A McLeod (Aberdeenshire Council).

**Apologies:** Mrs J Duncan (NHS) and Ms A Mutch (Service User Representative).

#### **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 Joint Board **agreed**, that under paragraphs 6 and 7 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 12 and 13 of the business below, on the grounds that it involves the likely disclosure of exempt information of the classes described in the relevant paragraphs.

### **3 Minutes of the Meeting of 31 January 2024**

There had been circulated and was **approved** as a correct record the Minute of the Meeting of the of 31 January 2024.

### **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. Members noted that the report on prescribing costs would be presented as part of item 6 on the agenda, and that item could be removed from 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) HMP Grampian Inspection and (2) an update on Delayed Discharges.

By way of update, the Chief Officer advised that in preparation for the inspection of prison healthcare at HMP Grampian, a dedicated inspection ready group for Prison Healthcare was being set up which would allow oversight in terms of standards and to ensure that an action plan was in place ahead of the inspection and the group would remain in place post inspection as part of an overall service improvement framework for healthcare services within HMP Grampian, and the IJB would be provided with regular updates on progress against the Health and Wellbeing Standards through regular briefings and reports to the Clinical and Adult Social Work Governance Group.

With regard to delayed discharges, the Chief Officer advised that there had been little significant change in terms of figures, which continued to be high, with reasons for delays as previously noted, around availability of care. She confirmed that daily management oversight was continuing with a focus on the delays in each of the localities in Aberdeenshire as well as looking at the overall Aberdeenshire wide levels and participation in the Grampian wide Optimising Patient Flow delayed discharge Task and Finish Group.

During discussion, there was comment on the formal processes around planned date of discharge; opportunities for reducing the delays around discharges, including a focus on maximising the use of digital technologies; the duties to unpaid carers legislation and the impacts on unpaid carers; the need for a development session to consider more fully the issues around delayed discharges.

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

- (1) that the Chief Officer should schedule a development session to examine the issue of delayed discharges, which should include addressing the rights of unpaid carers and duties to unpaid carers legislation; and

(2) in other respects to note the terms of the Chief Officer's report.

## **6 Revenue Budget 2024/25**

There had been circulated a report dated 27 February 2024 by the Chief Finance and Business Officer proposing a revenue budget for 2024/25 for consideration, and providing information on the funding context, the medium term financial strategy and proposed Charging Policy and Unit costs for 2024/25.

The Integration Joint Board heard from the Chief Finance and Business Officer, who highlighted some formatting issues within the report and asked Members to disregard pages 140 to 143 of the report. He provided an update on the Revenue Budget 2023/24 and advised that the previous pressures identified during the financial year had continued and the forecast over budget position was £8.4 million, which equated to 2% of the 2023/24 revised revenue budget. He advised that as per the IJB Integration Scheme, and subject to agreement of all parties, the funding partners would be asked to cover the additional funding required to meet the overspend as part of the year end work for 2023/24.

With regard to the proposed 2024/25 Revenue Budget a summary was provided of the funding contributions from the partner organisations, Aberdeenshire Council and NHS Grampian for 2024/25, and a summary was provided in section 5.6 of the report of the pressures identified. It was noted that the IJB had identified savings and mitigations of £12.5 million to reduce the funding gap, but the IJB would require to achieve additional savings of £7.5 million in 2024/25 to achieve financial balance. Section 7 of the report provided a summary of options proposed to close the financial gap, and it was noted that close budget management would be maintained by the Senior Management team and budget holders to control costs and achieve the required savings and address the gap. In addition, regular financial performance monitoring report updates would be provided to the IJB throughout the year.

The Chief Officer provided an overview of the work that had been undertaken to set the budget and in particular referred to appendices 6 to 10 of the report which provided context to the measures and initiatives being focussed on with the aim of mitigating the pressures being experienced. She highlighted that two of the main budget pressures in 2023/24 would continue into 2024/25, these being around social care and prescribing, and referred to appendices 6 and 7 of the report which provided further context. She noted that Aberdeenshire, with its increasing demographics of an ageing population, had seen pressures arising and for adults and learning disabilities there had been an increased complexity of care. She outlined the reasons for budget pressures on primary care prescribing were multi-factorial including medication shortages, frailty of the Scottish Drug tariff, new medications, changes in patterns of use and increases in waiting times leading to increased prescribing. She highlighted the savings proposals as part of the 2024/25 budget and noted that the IJB would work collaboratively with partners to seek to address the various savings that were necessary. She highlighted some of the findings from the Health and Social Care Budgets Engagement Survey which was carried out in early 2024, which would inform the IJB priorities around making savings, and welcomed the recognition that savings are required and that the Health and Social Care Partnership must target its resources to make the best use of its resources. The Chief Officer confirmed that the proposed IJB savings proposals had been presented to the staff side and the trade unions joint secretaries.

With regard to the savings related to the proposed closure of the Minor Injury Services overnight, the Chief Officer highlighted that the units at Huntly, Peterhead and Fraserburgh would remain open from 7am to 7pm, seven days per week, and that the out of hours GP service, GMED would continue to service Aberdeenshire overnight and at weekends. Both the minor injury units and GMED services could be accessed by calling NHS 24 and 111 and patients would be appropriately signposted to the appropriate care for their needs. The Chief Nurse and Nursing Lead Advisor provided further background to the proposals and confirmed that a lot of work had been done on the numbers of minor injuries presentations during the out of hours period and analysis had shown that the numbers of presentations were low and all presentations would continue to be triaged through calling 111 or 999 and patients would receive access to appropriate services or appropriate self care advice. Where people require emergency care this would continue to be accessed through 999.

The Chief Officer concluded her presentation by advising that the proposed areas of savings as contained within Appendix 2a of the report were presented for consideration by the IJB and each of the savings had been subject to Integrated Impact Assessments, as summarised in appendix 10 to the report, and that the Chief Officer would work closely with the IJB and with a Review Group to be established with the Chair and Vice-Chair to set out a route map to deliver the remaining savings required.

During discussion, clarification was sought as to the timescales for publication of the agenda papers and whether there had been any requests to speak submitted prior to the meeting. It was confirmed that the agenda had been published on 12 March 2024, in compliance with the Standing Orders of the IJB, and that no requests to speak had been received. Some members considered that it would have been beneficial if more time had been given to allow for stronger public engagement and consultation on the proposed savings within the report.

Councillor Logan advised that he could not support the proposals around the closure overnight of the Minor Injuries Units and advised that he had received a massive volume of correspondence from worried constituents, as well as local MPs, MSPs and Community Councils.

The Chief Officer confirmed that there were plans to enter into detailed engagement around the overnight changes to the Minor Injury Units, by way of an open day discussion in each of the areas affected, to explain in detail the services which will continue to be provided and how they can be accessed, and to provide reassurance that the public will receive the right care when they need it in the right place.

Thereafter, Councillor Logan moved, seconded by Councillor Grant, that the IJB should:

- (a) Remove the proposed saving of £716,000 in Appendix 2a for Minor Injury Service;
- (b) Increase the net budget position of £7.5 million for 2024/25 by the amount of the proposed saving (of £716,000) to £8.216 million; and
- (c) Seek the compensatory savings through transformation work and GP prescribing savings.

Councillor Keating moved as an amendment, seconded by Dr Tomlinson, that the IJB should not remove the proposed saving of £716,000 in Appendix 2a for Minor Injury Service.

The voting members of the IJB voted as follows:

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|-------------------|-----|--|
| For the motion    | (2) | Councillors Grant and Logan.   |
| For the amendment | (6) | Councillors Keating, Lang, Stirling; Mr S Lindsay, Dr J Tomlinson and Ms S Webb. |

The amendment was carried and the IJB **agreed** that the IJB should not remove the proposed saving of £716,000 in Appendix 2a for Minor Injury Service.

Members then proceeded to consider the remainder of the budget proposals. There was a recognition of the challenges and complexity of issues facing the Health and Social Care Partnership in terms of the delivery of the savings required moving forward and to ensure the delivery of a balanced budget and it was reiterated that the delivery of effective and lasting transformation of health and social care services was central to the vision of the IJB and would continue to be key to the sustainable delivery of services.

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

- (1) to note that the revenue budget facilitates the delivery of the Integration Joint Board's priorities;
- (2) to note the financial outturn for 2023/24 as at 31 January 2024 and approve the budget adjustments detailed in Section 4.6 and **Appendix 12** of this report;
- (3) to note the financial allocations proposed to be made from Aberdeenshire Council and NHS Grampian for 2024/25;
- (4) to agree the proposed revenue budget for 2024/25 outlined in **Appendix 1**;
- (5) to agree the proposed savings shown within **Appendix 2a**;
- (6) to agree the proposals on Effective Use of Resources outlined in **Appendix 2b**;
- (7) to agree that the HSCP will continue to achieve in year savings by a process of strategic assessment and responsible stewardship to ensure delivery of a balanced budget;
- (8) to Instruct the Chief Officer to negotiate uplifts for those Social Care providers not covered by the National Care Homes Contract;
- (9) to note the financial risks as set out in **Appendix 3**;

- (10) to direct Aberdeenshire Council and NHS Grampian to deliver all delegated functions in terms of the legislation and the Integration Scheme as currently delivered by them in terms of the budget outlined in this report per **Appendix 4**;
- (11) to agree the Medium-Term Financial Strategy (MTFS) as detailed in **Appendix 5**;
- (12) to Agree the recommendations for the HSCP Charging Policy and Unit Costs for 2024/25 as detailed in **Appendix 11**; and
- (13) to note that Officers will facilitate drop in sessions for community engagement in Peterhead, Fraserburgh and Huntly to address the changes to the minor injury unit service.

In terms of the Standing Order 11.5.3 of the Integration Joint Board, Councillor Logan asked that his dissent from the decision be recorded in the Minute of the meeting.

## **7 IJB Audit Committee Update**

There had been circulated a report dated 7 March 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 report provided a summary of areas covered by the Risk Assurance Group at their last meeting as well as the IJB Audit Committee which had met on 21 February 2024.

The Chief Finance and Business Officer gave a brief overview of the areas which had been covered in terms of audit matters since the last meeting of the IJB and highlighted a number of forthcoming audits which were due for completion by 31 March 2024, under the terms of the work of Internal Audit. He advised that work was continuing and progress being made against the approved Internal Audit plans, audit recommendations follow up and other relevant matters.

There was discussion of the progress made in closing off recommendations from previous audits and the Chief Finance and Business Officer was asked to provide members with the numbers of outstanding recommendations. There was also discussion of lessons learnt from the hand back of GP practice contracts and officers advised of ongoing work in this area, including annual assurance visits to each GP practice, including work to look at the sustainability of the practices for the future.

Councillor Logan, as Vice Chair of the IJB Audit Committee commented on the excellent progress of the work around audit matters and he looked forward to a robust audit function going forward in terms of the Internal Audit Plan 2024-2027.

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

- (1) that the Chief Finance and Business Officer should provide an update on the number of outstanding audit recommendations; and
- (2) in other respects to note the report and assurances in relation to audit matters.

## **8 Review of IJB Governance Handbook**

There had been circulated a report dated 7 March 2024 by the Chief Officer advising of a review of the IJB Governance Handbook and recommending a number of changes or updates, including the addition of an assurance framework for use by the IJB and its committees, as part 7 of the Handbook.

The Senior Solicitor, Governance (Ms S Ward) outlined the proposed amendments to the Handbook in relation to Standing Orders, membership reviews, quorum for Audit Committee and Clinical and Adult Social Work Governance Committee., additions to exempt information and the addition of the new Assurance Framework. She provided clarification in respect of page 167 of the report relating to the proposed Assurance Framework advising that the Chair of the IJB should Chair the Investigation Group. She advised that following approval of the report, officers would propose to engage with the current stakeholder members and to report to the May meeting of the IJB with any vacancies and plans for future recruitment of any vacancies.

There was discussion of quorum requirements which would enable the ability to make a valid motion and amendment if necessary, current challenges in terms of an existing vacancy for an NHS voting member on the IJB, and the need to recruit to any vacancies, including a further Carer representative.

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

- (1) to note that a review of the Governance Handbook had been carried out and to agree the proposed changes as set out in Appendix 1 to the report; and
- (2) the proposals for the assurance framework to be included in the Handbook as a new section to be known as the “Assurance Framework”, as Part 7, and as contained in Appendix 2 to the report.

## **9 North East Population Health Alliance**

There had been circulated a report dated 20 February 2024 by the Chief Officer and Director of Public Health, NHS Grampian, providing an update on progress made in establishing the North East Population Health Alliance (NEPHA) and in particular the further development of the Strategic Partnership Agreement.

Ms Webb, Director of Public Health, NHS Grampian, introduced the report and reminded members that the Alliance had been established by public sector partners in the North East to focus on population health in a bid to reverse current trends of stalling healthy life expectancy and widening levels of inequality, which had resulted in an increased demand on health and care services. The Alliance had been formed to facilitate public health learning across and within existing partnership arrangements to explore shared challenges, test evidence based solutions and implement what works at scale and pace through respective structures and systems.

Ms Webb provided an update on work done to date, including a draft atlas of health inequalities for which feedback was being sought from practitioners and work ongoing to tackle stigma and to draft a statement of rights. A number of partner workshops had been held and work was continuing on a whole system approach to healthy weight and to review work already underway in the IJBs.

During discussion there was an acknowledgement of the focus on collaboration, including work within local Community Planning Partnerships, as well as the

opportunities across the public sector to ensure that information is shared to facilitate awareness raising of, for example, eligibility for benefits and to provide effective signposting to services.

After further discussion, the Integration Joint Board **agreed** to note the progress made in establishing the North East Population Health Alliance (NEPHA), in particular the further development of the Strategic Partnership Agreement.

## **10 NHS Grampian General Practice Vision Programme**

There had been circulated a report dated 15 February 2024 by the Chief Officer which asked the IJB to approve the vision and objectives for General Practice in Grampian as set out in Appendix A to the report and asking the Chief Officer to report back to the IJB by the end of October 2024 with a progress update on the implementation of the vision and objectives.

The Programme Manager, NHS Grampian General Practice Vision Programme introduced the report and explained that the work had been commissioned in response to challenging implementation of the 2018 General Medical Services contract and a number of other factors, such as recruitment and retention challenges and the application of multidisciplinary teams across a wide and rural geography as well as a large region with diverse populations, communities and needs. She advised that General Practice had become the focus of the project due to the particular acute challenges being faced by general practice with primary care providers acting as key stakeholders within the process of determining the vision and associated objectives. She provided a summary of the programme of work which included the creation of a Programme Board, a series of facilitated workshops which were attended by a range of stakeholders across the system, as well as the community engagement that was undertaken. The information from the engagement sessions was analysed and used to articulate a new vision statement and strategic objectives, which aimed to enable people in their communities to stay well through the prevention and treatment of ill health and aims to foster health and well being within communities. The programme should contribute to the Aberdeenshire Strategic Plan and associated delivery plans.

There was discussion of the need to ensure that the data collected was consistent and standardised to allow for a uniform approach to establish overall health trends. In addition there was discussion of how the vision would be translated into what happens on the ground in communities and the practical steps that would be required to reconfigure services, budgets and resources.

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

- (1) to approve the vision and objectives for General Practice in Grampian as set out in Appendix A; and
- (2) to instruct the Chief Officer to report back to the Integration Joint Board by end of October 2024 with a progress update on the implementation of the vision and objectives.



There had been circulated a report dated 23 February 2024 by the Interim Strategy and Transformation Manager which provided an update on the AH&SCP Workforce Plan 2022-2025, outlined progress made during the last 6 months on the delivery of the Workforce Plan, proposed actions for the new financial year and provided updated information on the baseline data to monitor the Workforce Plan going forward.

The Interim Strategy and Transformation Manager introduced the report and highlighted some of the key challenges that were being addressed in terms of the actions in the Workforce Plan. She advised that the activity planned for the forthcoming financial year and beyond would continue to be driven forward and a number of thematic sub-groups were reporting in to the Workforce and Training Groups and delivering actions. Among the key challenges were the need to attract a younger workforce, to address the high turnover of staff and to consider the health and wellbeing of staff.

There was discussion of the setting of realistic priorities based upon resources available; moving towards a consistent proportion of time for staff to undertake mandatory training; the impacts on unpaid carers and the implications of new legislation giving the right to annual leave for unpaid carers; the need to give further consideration to the various issues highlighted within the report.

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

- (1) to note the first 2024 progress update on the Aberdeenshire Health and Social Care Partnership Workforce Plan 2022-25 (Appendix 2);
- (2) to note the progress made during the last 6 months on the delivery of the Workforce Plan since the June 2023 update and the proposed actions for the new financial year;
- (3) to note the work to refresh the baseline data to monitor the Workforce Plan going forward (Appendix 1); and
- (4) that further consideration of the Workforce Plan be given to consider in more detail the key challenges, including staff health and wellbeing, staffing, mandatory training, impacts on unpaid carers and 'Carer Positive'.

## **12 A2D - Digital Telecare - Procurement Proposal 2024**

There had been circulated a report dated 12 February 2024 by the Chief Officer requesting consideration of a Procurement Proposal and associated Procurement Approval Form, and that the IJB directs Aberdeenshire Council to procure goods required as detailed in the Supplementary Procurement Work Plan on behalf of the IJB.

The Joint Board heard from the A2D Telecare Project Leader as to the details of the proposal and he responded to questions raised by Members in relation to the proposal. During discussion, there were some concerns raised around the timescales for progressing the procurement and the proposed procurement route.

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

- (1) to note the A2D (Analogue to Digital) – Digital Telecare – Procurement Proposal 2024, detailed in Appendix 1 and the associated Procurement Approval Form (PAF) at Appendix 2;
- (2) to note the PAF and the proposed procurement for 500 digital telecare dispersed alarm units, with an estimated contract cost of £125,000 - £165,000 to further support the A2D telecare migration programme;
- (3) to delegate to the Chief Officer following consultation with the Chair and Vice Chair to decide the route for the procurement, and to issue the Direction for the procurement; and
- (4) that a briefing note be circulated to all Members prior to the decision being implemented.

### **13 Complex Care Accommodation - Netheraden (Mintlaw)**

There had been circulated a report dated 20 February 2024 by the Partnership Manager, North seeking approval of a Supplementary Procurement Work Plan and one Procurement Approval Form (PAF), and that the IJB directs Aberdeenshire Council to procure the works required on behalf of the IJB.

The Joint Board heard from the Project Manager for Complex Care and Out of Area as to the details of the proposed works, which related to the development of complex care learning disabilities accommodation.

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

- (1) to approve the Supplementary Procurement Work Plan detailed in Appendix 1 and approve the funding required to support the development of housing properties to address complex care learning disabilities accommodation;
- (2) to note the Procurement Approval Form at Appendix 2;
- (3) to direct Aberdeenshire Council to procure the works required on behalf of the Integration Joint Board; and
- (4) to note that the works align with the Aberdeenshire Health and Social Care Partnership Property Asset Strategy.