

INTEGRATION JOINT BOARD

**COUNCIL CHAMBER - WOODHILL HOUSE, WESTBURN ROAD, ABERDEEN, AB16
5GB, WEDNESDAY, 9TH OCTOBER, 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:

S Kinsey (Third Sector Representative), F Culbert (Carer Representative), R Taylor (Primary Care Advisor), D Hekelaar (Third Sector Representative), A Mutch (Service User Representative), J Barnard (Nursing Lead Advisor), I Kirk (UNISON Trade Union) and K Grant (NHS Trade Union), L Jolly (Chief Social Work Officer), P Milliken (Chief Officer) and C Smith (Chief Finance and Business Officer).

Officers: C Cameron, S Campbell, L Flockhart, E House, J Howie, P Jensen, A MacLeod, A McGruther, J Raine-Mitchell, G Robertson, D Leslie and J Stuart, (Aberdeenshire Health and Social Care Partnership); N Stephenson and A McLeod (Aberdeenshire Council).

Apologies: P Bachoo (Secondary Care Adviser), A Pirrie and L Boyd.

1 Sederunt and Declaration of Members' Interests

The Chair asked for Declarations of Interest. The following interests were declared.

Councillor Keating advised he had an interest in item 15 by virtue of being a volunteer in an organisation referred to within the report. He advised that he would leave the meeting and take no part in the item.

Councillor Baillie advised he had a connection to item 15 by virtue of being employed by Inspire PTL, an organisation referred to within the report. However, having applied the objective test he had concluded that he had no interest to declare.

Dr Backwell advised she had a connection to item 15 by virtue of having previously been the Chief Executive of Clan Cancer Support. However she was no longer formally connected with the charity. Having applied the objective test she had concluded that she had no interest to declare.

Sue Kinsey advised she had an interest in item 15 by virtue of being a representative of an organisation listed in the report. She advised that she would leave the meeting and take no part in the item.

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 Committee **agreed**, in terms of Section 50A (4) and (5) of the Local Government (Scotland) Act 1973, to exclude the public from the meeting during consideration of item 15 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 Minute of Meeting of Integration Joint Board of 21 August 2024

There had been circulated and was **approved** as a correct record the Minute of the Meeting of the Integration Joint Board of 21 August 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 Integration Joint Board.

In respect of item 1 on the Action Log, the Chair requested that the response referred to should be circulated to all members of the IJB, for information.

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) a review of the Integration Scheme; (2) a GP Vision Update; (3) Westbank Care Home Closure Update; (4) Care Inspectorate Inspections – Central; (5) Delayed Discharges; (6) SPG/IJB Workshop – Strategic Plan and Engagement Sessions Update; and (7) Primary Care Prescribing Summit.

By way of update, the Chief Officer advised that the revised Integration Scheme had received Ministerial approval and would be published on the H&SCP website, and she acknowledged the work undertaken by Ms Cowie and colleagues in completing the review of the Integration Scheme.

She provided a progress update on the GP Vision Update, and confirmed that progress updates would be provided on a regular basis to the IJB.

She confirmed that work on the closure of the Westbank Care Home was ongoing with all residents and their families being supported with their first choice of new homes. In respect of staff, HR had provided support with redeployment, and there had been no redundancies. Building decommissioning was ongoing and was expected to be complete by the end of October 2024.

She highlighted the positive outcomes from three recent inspections by the Care Inspectorate for services at Bennachie View Care Home, The Central Care at Home Service and Pleyfauld House Very Sheltered Housing in Inverurie.

In respect of Delayed Discharges, the Chief Officer provided an update on performance and advised that the target of 72 delayed discharges by the end of October was not considered to be achievable. She confirmed that challenges included care capacity and complexity of needs and the Delayed Discharge Improvement Group continued to meet weekly to drive forward the improvement plan. She noted that support was being provided by the Scottish Government's Rapid Peer Review and Support Team to undertake mapping to identify good practice and actions for improvement to impact on delayed discharges.

The Chief Officer provided an update on the engagement sessions which were ongoing across Aberdeenshire to share information on the work of the Partnership and advised that a survey on Health and Social Care in Aberdeenshire was live on the Engage Aberdeenshire platform.

Finally, the Chief Officer provided an update on a Grampian wide Primary Care Prescribing Summit which was held in September and related to a significant area of cost pressure for the IJB, with 13% of the total expenditure in the last year related to prescribing. The event was very well attended and provided an opportunity to look at planned saving work and an action plan for sustainability going forward.

During discussion, the IJB commented on the importance of self-evaluation and support for care homes; the need for additional resources and the importance of communicating these challenges to the Scottish Government; the need for public messaging and making representations to the Scottish Government for a sustainable primary care prescribing budget.

Thereafter, the IJB **agreed**:

- (1) To commend all the staff involved in the Westbank Care Home closure for their work in supporting the closure;
- (2) To commend all the staff for the excellent care and support they provide. In addition, the IJB recognises the efforts across all staff teams for their work in sustaining quality under continuing pressures;
- (3) That officers should follow up with the Carer Representative in terms of the Discharge Strategy and recognition of the role of unpaid carers;
- (4) That an action plan from the Primary Care Prescribing Summit should be brought back to the IJB for consideration and to support the recommendations arising from the Summit in relation to:
 - (a) Grampian primary care prescribing savings work planned for 2024/25;

- (b) The need to highlight to the Scottish Government the need for a sustainable primary care prescribing budget;
- (c) That urgent work is progressed to draw up key messages and communications with the public on prescribing;
- (d) To consider in developing the next Strategic Plan an explicit reference to prescribing as part of identifying a sustainable future.

6 IJB Revenue Budget Update

There had been circulated a report dated 1 October 2024 by the Chief Finance and Business Officer, providing an update on the financial monitoring information for the 2024/25 financial year, covering the five month period up to the end of August 2024.

The Chief Finance and Business Officer provided an overview of the report and confirmed that the audited annual accounts for 2023/24 had been presented to the IJB Audit Committee on 30 September 2024 for approval to sign and submit to Audit Scotland in line with the statutory timeframe, with the accounts receiving an unmodified opinion from the External Auditors.

In respect of the 2024/25 financial year to date, the report highlighted an overspend of £9.4 million, up from £6.3 million at end of June 2024. Key areas of overspend included direct patient care, community mental health, local employment headquarters, adult services and older people care management.

The projected overspend for the full year ranged from £25.7 million (worst case) to £14.4 million (best case) depending on the achievement of savings and cost control measures.

The report outlined the next steps for budget management, including a focus on social care cost pressures and the need for a robust engagement and communications strategy with the public, stakeholders and the Scottish Government.

During discussion the IJB discussed the significant overspend and concerns were raised around the feasibility of achieving the best-case scenario. The Chief Officer highlighted the increased focus on social care cost pressures, noting that staff were being asked to prioritise this work and the need to stop other work to focus on social care savings was emphasised.

There was a consensus on the need to formally communicate the financial challenges to NHS Grampian and Aberdeenshire Council, emphasising that flat cash funding was unsustainable given the demographic pressures. Members also stressed the importance of engaging with the public to explain the financial situation and the potential impact on services and a robust engagement and communications strategy was deemed essential.

There were some concerns about the impact of budget cuts on preventative services and vaccination services and the Chief Officer acknowledged the need to balance savings with maintaining preventative work. The importance of clear communication with staff to ensure they understand the financial situation and its implications was highlighted.

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

- (1) to note the 2024/25 financial position set out in the report and Appendices 1a, 1b, 2, 4a and 4b;
- (2) to approve the budget adjustments as detailed in Appendix 3; and
- (3) that officers should consider and develop a communications strategy to address the financial challenges, including engagement with the public, stakeholders and the Scottish Government, and bring forward in early course for consideration by the IJB.

7 IJB Audit Committee Update

There had been circulated a report dated 28 September 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.

The Chief Finance and Business Officer provided an overview of the areas which had been covered in terms of audit matters since the last meeting of the IJB and highlighted updates in relation to internal and external audit matters. He advised that the report reiterated the progress on the external audit with the key action to report back to the IJB Audit Committee on the progress towards meeting the management recommendations outlined in the External Auditor's annual accounts report. The report provided the outcomes from two meetings of the Risk and Assurance Group which included details on risk area presentations, internal audit progress and audit completions. A number of standard updates were provided from other relevant audit committees and recent Audit Scotland publications.

During discussion it was noted that in respect of the Risk Register there were currently 66 agreed risks, with regular and ongoing reviews and high priority areas were monitored closely. In relation to workforce it was noted that there was a Lead on Workforce Transformation who was focussing on well being initiatives and understanding the reasons for staff turnover, which included promotions and retirement. However, stress and work-life balance challenges had been noted and a number of well-being initiatives were in place led by the Workforce and Training Group.

There was some discussion of the impacts on local services as a result of resettlement programmes for asylum seekers and it was noted that there was close collaboration with the Council's Resettlement Team to manage this effectively.

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

8 Schedule of Meetings for 2025

There had been circulated a report dated 9 September 2024 by the Chief Officer requesting consideration of a proposed schedule of meetings for 2025.

The Integration Joint Board **agreed** to approve the following meeting dates for 2025 –

5 February 2025
19 March 2025
28 May 2025
2 July 2025
3 September 2025
8 October 2025
10 December 2025.

9 Changes to Membership and Appointments to IJB Audit Committee

There had been circulated a report dated 9 September 2024 by the Chief Officer providing an update on a number of changes to the membership of the Integration Joint Board and asking for a number of appointments to be made.

The Integration Joint Board **agreed** to:

- (1) note the resignation of Councillor Seamus Logan from Aberdeenshire Council, and the IJB and IJB Audit Committee;
- (2) note the appointment of Councillor Neil Baillie as a substantive Aberdeenshire Council member of the IJB;
- (3) note that Councillor Dawn Black had been appointed as a substitute member of the IJB, replacing Councillor Baillie, who was previously a substitute member;
- (4) appoint Councillor Moray Grant to the IJB Audit Committee from the Aberdeenshire Council voting membership, as per the requirements set out in Section 15.1 of Part 1 of the Aberdeenshire Integration Joint Board Governance Handbook;
- (5) appoint Councillor Moray Grant as Chair for the IJB Audit Committee, following the departure of Councillor Logan, as per the terms of Section 15.2 of Part 1 of the Aberdeenshire Integration Joint Board Governance Handbook, with immediate effect;
- (6) defer the appointment of a non-voting member to the IJB Audit Committee, pending the completion of a recruitment exercise for stakeholder representatives;
- (7) note the resignation of Councillor Moray Grant from the CASWG Committee in light of his appointment to the IJB Audit Committee and a subsequent vacancy for an Aberdeenshire Council voting member; and
- (8) to delegate to the Chief Officer in consultation with the Chair and Vice Chair to seek nominations for the appointment of one Aberdeenshire Council member to the CASWG Committee following the resignation of Councillor Grant from that Committee.

10 Chief Social Work Officer Annual Report 2023-2024

There had been circulated a report dated 6 September, 2024 by the Head of Children's Services introducing the Chief Social Work Officer (CSWO) Annual Report for 2023/24. The report advised that (1) the CSWO report described those services

which were performing well in most of the key areas upon which the report was focussed; (2) in those areas where improvement was required, timely and effective remedial measures had been put in place; (3) currently there were no specific areas that required additional scrutiny beyond that provided by existing processes.

The Chief Social Work Officer introduced the report and provided an update on the activities, challenges and achievements within the social work service over the past year. She highlighted the ongoing efforts to deliver high quality social work services despite financial and resource constraints. She referred to the significant challenges faced, including increased demand for services, complexity of cases and workforce pressures. She noted several achievements, such as successful initiatives in community engagement, improvements in service delivery and positive outcomes from inspections. She emphasised the financial pressures impacting social work services, including the need for additional resources to meet growing demands and maintain service quality. Finally, she outlined future plans and priorities, focusing on sustainability, innovation in service delivery and continued efforts to address workforce challenges.

After discussion, the Integration Joint Board (IJB) **agreed**:

- (1) to note the Chief Social Work Officer Annual Report for the 2023/2024 financial year in relation to Children and Adult Social Work Services;
- (2) to acknowledge the level of investment in Children and Adult Social Work Services for the residents of Aberdeenshire;
- (3) to acknowledge the commitment of social work staff in the consistent delivery of high performing services; and
- (4) to express thanks to the Chief Social Work Officer for her leadership and support given to the Health and Social Care Partnership in her role.

11 Very Sheltered Housing Review (Central Aberdeenshire)

There had been circulated a report dated 19 September 2024 by the Chief Officer providing an update on the work of a short life working group which had carried out a review of the very sheltered housing provision delivered by the Health and Social Care Partnership within Aberdeenshire.

The report advised that the review had focussed on the current state, challenges and future plans for very sheltered housing services. It provided an assessment of the existing facilities, including occupancy rates, service quality and resident satisfaction. It also identified key challenges such as ageing infrastructure, funding constraints and the need for modernisation to meet current and future demands. The importance of addressing the evolving needs of residents, including increased support for those with higher care needs was highlighted.

There was some discussion of the importance of addressing the evolving needs of residents, and it was noted that staffing within Dawson Court was in a more stable position, in terms of recruitment and retention.

Thereafter, the Integration Joint Board **agreed** to note the work undertaken in Central Aberdeenshire to review the Very Sheltered Housing provision.

12 Rehabilitation and Enablement

There had been circulated a report dated 25 September 2024 by the Chief Officer which provided a summary of the work undertaken as part of the Rehabilitation and Enablement project. The report explained that Rehabilitation and Enablement (R&E) was a time limited, intensive intervention, which aimed to reduce or remove the need for ongoing homecare support by increasing a service user's independence through restoring their skills to carry out activities of daily living.

The Location Manager (Ms Campbell) introduced the report and noted that a project for R&E had been established in April 2022 with the aim to embed R&E as the entry point to community health and social care services in Aberdeenshire for older people and adults with physical disabilities. A snapshot of data evidencing the impact of R&E at an individual level demonstrated a significant reduction in care hours and associated costs. However, although by 2024 an average of 21% of people requiring a service from Care Management received R&E, meeting the targets of the project, it was noted there were significant variations across teams and work was continuing with the intention of transitioning the workstream from a project to further embed R&E approaches across Aberdeenshire as 'business as usual'.

During discussion Members noted the need for staff capacity to prioritise these workstreams and for an integrated approach to be taken. It was noted that a best practice guide was being developed to support Location Managers and local teams to understand the key elements required to deliver R&E in practice. Some concerns were expressed at the significant variations that exist across the teams.

The Integration Joint Board **agreed**:

- (1) to confirm that it was assured that steps were being taken and further work was in progress to embed an integrated rehabilitation and enablement service across Aberdeenshire, but acknowledged that it had not yet been embedded consistently across Aberdeenshire; and
- (2) to seek a further report in due course to address the variations that exist in the percentage of people receiving a period of R&E.

13 Monitoring and Review of Drug and Alcohol Related Deaths

There had been circulated a report by the Partnership Manager, North, which provided information on the monitoring and review of drug and alcohol related deaths in Aberdeenshire. The report summarised the work of the Aberdeenshire Review and Development Group, a multi-agency group which reviews all drug related deaths and those alcohol related deaths which are known to services.

The Service Manager, Drugs and Alcohol Service introduced the report and provided a summary of the review process around drug and alcohol related deaths, which ensured that each notified death was discussed by a multi-disciplinary group to consider whole system learning. A review of the learning from drug related deaths had allowed for the process to be refined in order to help identify any improvements that could be applied quickly by the multi-disciplinary team in that area. The importance of

staff wellbeing was highlighted, especially where they have experienced the death of someone they have been working with.

During discussion there were comments around the support given to staff, the benefits of residential rehabilitation and the sustainability of the service and the learning process surrounding drug related deaths.

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

- (1) note the reduction in drug related deaths in Aberdeenshire and the work undertaken to support the year-on-year reduction;
- (2) acknowledge that Aberdeenshire's alcohol related deaths were increasing despite having the lowest age standardised rate of deaths;
- (3) acknowledge that it would be beneficial for Aberdeenshire to undertake a review of alcohol deaths in 2023 to support learning and developments to reduce the number of deaths; and
- (4) Continue to provide leadership in reducing drug and alcohol related deaths by encouraging wider community interaction and recovery in communities.

14 His Majesty's Inspectorate of Prisons for Scotland (HMIPS) - HMP YOI Grampian - June 2024

There had been circulated a report dated 11 September 2024 by the Partnership Manager, North, which provided information relating to the outcome of His Majesty's Inspectorate of Prisons for Scotland (HMIPS), Inspection of HMP YOI Grampian, undertaken in June 2024. The report advised that the inspection was undertaken as part of a five-year cycle of inspection activity.

The Justice and Substance Misuse Manager introduced the report and highlighted key elements of the health and social care services provided within HMP and the challenges faced in delivering these services. She advised that the inspection had covered a review of the current state of healthcare services within the prison, including mental health support, substance abuse treatment and general medical care. It had identified significant challenges, such as staffing shortages, resource limitations and the complexity of addressing the diverse health needs of the prison population. It also emphasised the importance of collaboration between the prison authorities, healthcare providers and external agencies to improve service delivery and outcomes for inmates.

The recommendations of the inspection had suggested the need for increased resources and funding to address the healthcare needs of the prison population effectively; had highlighted the importance of ongoing training and support for staff to manage the unique challenges of providing healthcare in a prison setting; and recommended the development of integrated care pathways to ensure continuity of care for inmates both during their time in prison and upon release.

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

- (1) note the information relating to the HMIPS Inspection of HMP YOI Grampian – June 2024;
- (2) note the information relating to the Health Improvement Scotland (HIS) Inspection of Prison Health Care, HMP YOI Grampian undertaken as part of the overall HMIPS Inspection;
- (3) note the information regarding the progress of Improvement work being undertaken within the HMP YOI Health Centre; and
- (4) receive updates in relation to the response to the Recommendations of the Final Inspection Report once published.

15 Review of Health and Social Care Partnership Grants 2022-2025

There had been circulated a report dated 12 September 2024 by the Chief Officer providing the outcome of a service review of the Aberdeenshire Health and Social Care Partnership (H&SCP) Grants for 2022-2025. The report outlined a number of recommendations in relation to the future direction of the grant funding allocations when the current grant awards cease on 31 March 2025.

Officers provided a summary of the service review and responded to questions from members.

During discussion, there were significant concerns expressed around the balance between seeking savings and the potential impact on users of the services benefitting from grant funding under the H&SCP grant scheme. Members also noted the significant number of negative impacts identified as part of the Integrated Impact Assessment (IIA) process without mitigations being identified.

It was acknowledged that within the wider context other services were being reduced due to ongoing financial constraints on the Health and Social Care budget and the need to find efficiencies as a matter of urgency was also acknowledged.

It was acknowledged that by moving from a grants scheme to service contracts for those services that were considered vital would allow for more control over the services to be provided.

Members also noted and acknowledged that significant work had already been carried out by officers to examine the existing process and to develop a proposal for moving forward.

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

- (1) to acknowledge the outcomes of the service review of AH&SCP grants for 2022-25;
- (2) to agree to move away from a grants scheme model and to cease the Aberdeenshire H&SCP grant funding application process in its current form in line with current grant awards ending as of 31 March 2025;

- (3) that those organisations in the 'Local Financial Impact (Regional/Local)' and 'Low Financial Impact (National)' categories be advised that the grants scheme will not be continuing beyond 31 March 2025;
- (4) that work should proceed for the first three categories (Possible Commissioning Opportunity, System Impact and Local Impact), to consider where there is a local requirement to support and to explore commissioning opportunities for these groups;
- (5) that the work done in (4) above is reported back for consideration by the IJB at its next meeting or at a special meeting for final consideration; and
- (6) that after further consideration by the IJB, if any of the groups referred to in (4) above are not to be funded beyond 31 March 2025 through commissioning opportunities then a six month notice period will be given to enable a transition period.