



## **INTEGRATION JOINT BOARD**

### **Minute of Meeting**

**28 June 2016**

**Community Health and Care Village, Aberdeen**

Present: Councillor Ironside CBE (Chairperson); Jonathan Passmore MBE (Vice Chairperson); and Councillors Cameron, Jean Morrison MBE (as substitute for Councillor Donnelly) and Young; and Dr Nick Fluck and Professor Mike Greaves (NHS Grampian Board members); and Jenny Gibb (Professional Nursing Adviser, NHS Grampian), Mike Adams (Partnership Representative, NHS Grampian), Bernadette Oxley (Chief Social Work Officer, ACC), Kenneth Simpson (Third Sector Representative), Gill Moffat and Faith-Jason Robertson-Foy (Carer Representatives), Howard Gemmell (Patient/Service User Representative), Dr Stephen Lynch (Clinical Lead, ACH&SCP) and Judith Proctor (Chief Officer, Aberdeen City Health and Social Care Partnership (ACH&SCP)).

Also in attendance: Tom Cowan (Head of Operations, ACH&SCP), Kevin Toshney (Planning and Development Manager, ACH&SCP), Jess Anderson and Alan Thomson (Legal Services, ACC) (for item 5), Kenneth O'Brien (Service Manager, ACH&SCP) (for item 7), Lorraine McKenna (Business Manager, NHS Grampian) (for item 9), Hilary Merrett and Donal Sutton (Good Governance Institute) (for item 10) and Iain Robertson (Democratic Services, ACC).

Apologies: Councillor Donnelly, Rhona Atkinson, Jim Currie and Dr Satchi Swami.

**The agenda and reports associated with this minute can be located at the following link:-**

**<http://committees.aberdeencity.gov.uk/ieListMeetings.aspx?Committeeld=516>**

**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.**

## **OPENING REMARKS**

1. The Chair opened the meeting and welcomed Councillor Cameron and Rhona Atkinson onto the Board and he expressed his thanks to outgoing members Councillor Samarai and Sharon Duncan for their work in supporting health and social care integration in Aberdeen City. The Chair also introduced the newly appointed Chief Finance Officer, Alex Stephen who would take up post on Monday, 4 July 2016 and he thanked Alan Gray for his contribution during his tenure as the interim Chief Finance Officer. The Chair informed the Board that Faith-Jason Robertson-Foy had contributed to an excellent article in the Aberdeen Evening Express on the role of carers and he encouraged members to read the article.

### **The Board resolved:-**

- (i) to welcome Councillor Cameron and Rhona Atkinson onto the Board as voting members;
- (ii) to thank Councillor Samarai and Sharon Duncan for their contributions on the Board and their work in supporting health and social care integration in Aberdeen City;
- (iii) to welcome Alex Stephen as the Partnership's Chief Finance Officer;
- (iv) to thank Alan Gray for his work supporting health and social care integration during his tenure as the interim Chief Finance Officer; and
- (v) to commend Faith-Jason Robertson-Foy for highlighting the role of carers in the 11 June 2016 edition of the Aberdeen Evening Express.

## **DETERMINATION OF EXEMPT BUSINESS**

2. The Chair proposed that agenda item 9 (Social Work Complaint Review Committee Outcome), item 10 (Joint Inspection of Services for Older People), item 11 (Draft Minute of Clinical and Care Governance Committee) and item 12 (Draft Minute of Audit and Performance Systems Committee) 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 1,3 and 8 of Schedule 7(A) of the Act.

## **MINUTE OF PREVIOUS MEETING**

3. The Board had before it the minute of the previous Board meeting of 26 April 2016.

With reference to the seredunt, Dr Stephen Lynch advised that his title should be revised to read *Clinical Lead, ACH&SCP*.

### **The Board resolved:-**

- (i) to amend Dr Stephen Lynch's title to Clinical Lead, ACH&SCP; and

- (ii) otherwise approve the minute as a correct record.

## **BUSINESS STATEMENT**

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

### **The Board resolved:-**

To note the statement.

## **IJB SCHEME OF DELEGATION**

5. The Board had before it a report by Jess Anderson and Alan Thomson (Legal Services) which provided an outline of the delegations reserved to the IJB and which set out the Operational Protocol to the Chief Officer and Chief Finance Officer and to clarify the accountability considerations.

### **The report recommended:-**

that the Board –

- (a) Approve the attached Scheme of Delegation;
- (b) Agree that the Scheme of Delegation be reviewed annually, or as and when required by officers; and
- (c) Note that the Chief Executive of Aberdeen City Council shall review the Council's Scheme of Delegation and agree that she bring a further report to the IJB setting out the outcome of the review as it relates to the IJB.

Jess Anderson (Legal Manager, ACC) spoke to the report and advised that the revised scheme had been drafted with reference to the relevant legislation and orders, and with respect to the obligations and expressions as set out in the Integration Scheme. She noted that the Operational Protocol would set out the process for how the IJB would direct its partners to provide and deliver services, but explained that the IJB would not have the authority to delegate power to the Chief Officer as this power rested with the Council and NHS Grampian. Ms Anderson informed the Board that the Council was currently reviewing its Scheme of Delegation and that the Chief Executive would bring a further report to the Board setting out the outcome of the review in relation to the IJB. She also highlighted Section 3.2(e) of the scheme which made provision for the Chief Officer to commission external consultants on areas where there were conflict of interest concerns between the Council and the IJB.

Thereafter members enquired about the extent of co-ordination between Scottish IJBs on the development of their Schemes of Delegation, particularly as they were all likely to face similar legal challenges. Jess Anderson replied that a Local Authority lawyers group had been established which focussed on integration matters, and that the Society of Local Authority Chief Executives (SOLACE) had also been actively discussing these issues. The Board also requested that the Chief Officer raise this issue at the next Chief Officers meeting. Thereafter there were additional questions on the reporting relationship between the Chief Officer and the IJB's partners; and how the Partnership requested and received guidance from the Scottish Government.

**The Board resolved:-**

- (i) to note the latest draft of the Scheme of Delegation and to defer further consideration of the Scheme to the Board's next meeting on 30 August 2016;
- (ii) to request that revisions made to the Scheme of Delegation be highlighted using tracked changes;
- (iii) to note that the Chief Executive of Aberdeen City Council shall review the Council's Scheme of Delegation and agree that she bring a further report to the IJB setting out the outcome of the review as it relates to the IJB;
- (iv) to request that the Chief Officer raise the development of IJB Schemes of Delegation at the next Chief Officers Group meeting; and
- (v) to agree that once approved, the Scheme of Delegation be reviewed annually, or as and when required by officers.

**CORPORATE RISK REGISTER**

6. The Board had before it a report by Kevin Toshney (Planning and Development Manager, ACH&SCP) which brought to the IJB's attention, the Partnership's Risk Register comprising of the current Strategic and Operational Risk Registers.

**The report recommended:-**

that the Board –

- (a) Note the recommendations agreed by the Audit and Performance Systems Committee with respect to the Corporate Risk Register;
- (b) Endorse the Corporate Risk Register; and
- (c) Agree that following appropriate scrutiny by the Audit and Performance Systems Committee of the Corporate Risk Register, the Strategic Risk Register would be presented to the IJB for further discussion and approval.

Kevin Toshney spoke to the report and advised that the Corporate Risk Register consisted of the Strategic Risk Register (SRR) and the Operational Risk Register (ORR) and they had been developed to align with the Board's risk management framework. He explained that the SRR was owned by the Chief Officer and would be further developed by the Chief Officer's Executive Group and submitted to the Audit and Performance Systems Committee for scrutiny. Whereas the ORR was owned by the Head of Operations and would be updated by the Senior Operational Management Team. Mr Toshney highlighted that the two registers had been formatted differently as the SRR had been developed in consultation with the Good Governance Institute and the ORR had been structured to align with the DATIX recording system. He added that the Corporate Risk Register had been submitted to the Audit and Performance Systems Committee on 31 May 2016 and had been endorsed with recognition that both registers were in their initial iterations and as live documents they would be revised on a regular basis.

Thereafter there were questions on the formatting of the two registers, with particular reference to the ORR's risk matrix and how the Board could determine if the level of risk had increased, decreased or remained unchanged since the previous meeting; and the role of staff in populating the registers, with a particular focus on the process for escalating and de-escalating risks between individual service risk registers and the Corporate Risk Register. Members also highlighted that the Protection of People

section in the ORR needed to be further developed and there was discussion on the user friendliness of the Corporate Risk Register.

**The Board resolved:-**

- (i) to note the recommendations agreed by the Audit and Performance Systems Committee with respect to the Corporate Risk Register;
- (ii) to request that the Corporate Operational Risk Register be amended to include an additional column that would outline if individual risks had increased, decreased or remained unchanged since the previous meeting;
- (iii) to note the Corporate Risk Register; and
- (iv) to agree that following appropriate scrutiny by the Audit and Performance Systems Committee of the Corporate Risk Register, the Strategic Risk Register would be presented to the IJB for further discussion and approval.

**DELAYED DISCHARGE UPDATE**

7. The Board had before it a report by Kenneth O'Brien (Service Manager, ACH&SCP) which provided delayed discharge information to support the scrutiny of the Partnership's performance and to facilitate further discussion.

**The report recommended:-**

that the Board -

- (a) Note the Partnership's current performance in relation to delayed discharges;
- (b) Note the current status and progress in relation to the Aberdeen City delayed discharge action plan;
- (c) Request further regular updates on delayed discharge performance and actions taken to further improve performance.

Kenneth O'Brien spoke to the report and advised that the report provided an update on delayed discharge performance and highlighted the status of the Aberdeen City's Action Plan. Mr O'Brien explained that the overall trend for delayed discharges in Aberdeen City was downwards as Standard Delays had been reduced by 40% from July 2015 and Bed Days Occupied had decreased by 32% from April 2015. He also noted that Aberdeen's relative performance in comparison to other Local Authority areas had improved from the second highest number of standard delayed discharges to fifth highest as at April 2016, but he noted that these figures had not been weighted to account for population size. Mr O'Brien highlighted that the Action Plan had recorded an increase in social care capacity which had led to a notable reduction in delays relating to social care assessment and had also documented an increase in interim bed capacity in the nursing home sector. He added that the feasibility study for the Social Care Campus project had concluded and a business case would now be developed.

The Board welcomed the improvement in performance but noted that there was still much work to do and they were not complacent about their performance. Thereafter there were questions on Aberdeen City's Code 100 performance; and the delayed discharge methodology used by the Scottish Government and if it was robust enough to capture the impact of demographic change. The Chief Officer highlighted the Partnership's medium-long term aspiration to eliminate delayed discharges by strengthening collaborative working between partners and by increasing the capacity of care at home and of community providers. Members also provided their

experiences of delayed discharges from a medical, carer and performance management perspective and the Chair emphasised to the Board that it was important to recognise that there were people behind the statistics and members should always be mindful of this when considering the issue. The Board agreed with this sentiment and requested that a statement of intent be developed which would clearly outline the Board's aspirations and approach towards tackling delayed discharges.

**The Board resolved:-**

- (i) to note the Partnership's current performance in relation to delayed discharges;
- (ii) to note the current status and progress in relation to the Aberdeen City delayed discharge action plan;
- (iii) to request further regular updates on delayed discharge performance and actions taken to further improve performance and for this to include information on code 100 performance;
- (iv) to request that a statement of intent on delayed discharges and the Partnership's approach towards performance management be developed and presented to the Board;
- (v) to request that the Board Report Template be revised to include a section outlining the job title of the report author; and
- (vi) to thank all health and social care staff for their efforts in improving delayed discharge performance in Aberdeen City over the previous 18 months.

**WINTER CONTINGENCY PLANNING**

8. The Board had before it a report by Christina Cameron (Modernisation Programme Manager, NHS Grampian) which reported on the shared process that was followed for winter (surge) planning for health and social care services in the Grampian area for winter 2015-16. It set out the steps taken to prepare for winter across community and acute settings and how those efforts were co-ordinated.

**The report recommended:-**

that the Board –

- (a) Direct the Chief Officer to engage fully with the winter planning processes as outlined in the report;
- (b) Agree that as part of the winter planning process, IJB approval of the 2016-17 Grampian Winter Plan should be sought;
- (c) Agree to remit the approval process for the 2016-17 Grampian Winter Plan (pending expected guidelines from Scottish Government) and to the IJB Chair, Vice Chair and the Chief Officer for consideration and agreement; and
- (d) Direct the Chief Office to present a report to the IJB as soon as is practical on the recommendations within the approved 2016-17 Grampian Winter Plan.

Judith Proctor spoke to the report and explained that the report provided updates on performance over the previous winter and an outline of winter planning for 2016-17. She advised that the Partnership was awaiting guidance from the Scottish Government on whether Health Boards or IJBs would be the lead agency for winter planning, and the Vice Chair confirmed, following his attendance at the IJB Chairs and Vice Chairs meeting that a decision on this had not yet been taken. Mrs Proctor added that the first winter planning meeting for 2016-17 would take place on 29 June

2016 and the Senior Operational Management Team would represent the Partnership in the initial stages of the process.

**The Board resolved:-**

- (i) to direct the Chief Officer to engage fully with the winter planning processes as outlined in the report;
- (ii) to agree that as part of the winter planning process, IJB approval of the 2016-17 Grampian Winter Plan should be sought;
- (iii) to agree to remit the approval process for the 2016-17 Grampian Winter Plan (pending expected guidelines from Scottish Government) and to the IJB Chair, Vice Chair and the Chief Officer for consideration and agreement; and
- (iv) to direct the Chief Office to present a report to the IJB as soon as is practical on the recommendations within the approved 2016-17 Grampian Winter Plan.

**CIVIL CONTINGENCIES**

9. The Board had before it a report by Lorraine McKenna (Business Manager, NHS Grampian) which informed and assured the IJB that the ACH&SCP had developed appropriate civil contingencies that could respond to emergency situations.

**The report recommended:-**

that the Board –

- (a) Note the current response capabilities of the ACH&SCP for emergency situations;
- (b) Endorse the ongoing development of an integrated response system; and
- (c) Request that officers bring the completed Civil Contingencies Plan and present it to a future meeting for endorsement.

Lorraine McKenna spoke to the report and highlighted the ten recommendations of the joint short-term working group set up at the request of the three IJB Chief Officers from the Grampian area which had looked at the development of a common approach and response to a major incident, and added that a joint approach to civil contingency planning and an integrated response system would be developed. She noted that social care staff would join NHS colleagues on the civil contingency group from August 2016.

**The Board resolved:-**

- (i) to note the current response capabilities of the ACH&SCP for emergency situations;
- (ii) to endorse the ongoing development of an integrated response system; and
- (iii) to request that officers bring the completed Civil Contingencies Plan and present it to a future meeting for endorsement.

**GOOD GOVERNANCE INSTITUTE REPORT**

10. The Board had before it a report by Judith Proctor which presented the final report from the Good Governance Institute (GGI) in respect of the work they had been commissioned to undertake on behalf of the then shadow Integration Joint Board in Aberdeen City.

**The report recommended:-**

that the Board –

- (a) Discuss the first draft GGI report in regard to the development of the IJB and its Committees up to, and over the go live period; and
- (b) Consider and agree the recommendations for action as set out in the report.

Hilary Merrett (GGI) spoke to the report and explained that the final report set out the areas in which the GGI had supported the Board, such as the development of a Board Assurance Framework and the Board's risk appetite. She also highlighted the number of facilitated workshops which had informed the diagnostic process and strengthened Board dynamics. Ms Merrett advised that the GGI had produced eleven recommendations for the Board's consideration which aimed to further strengthen the Board's governance arrangements.

The Chair advised that he had found the workshop sessions to be particularly helpful in shaping the Board's strategic direction and areas of transformational change and thereafter members thanked the GGI for their support during the integration process and welcomed their final report as a coherent and effective piece of work.

**The Board resolved:-**

- (i) to agree the recommendations for action as set out in the report and to request that the Chief Officer prepare an Action Plan on how these recommendations would be implemented; and
- (ii) to thank the GGI for their work in supporting health and social care integration in Aberdeen City.

**PROPOSED REVISION TO IJB MEETING DATE**

11. The Board had before it a report by Judith Proctor which proposed a revision to the schedule of meetings of the IJB.

**The report recommended:-**

that the Board endorse the suggested amendment to the IJB's schedule of meetings.

**The Board resolved:-**

To endorse the suggested amendment to the IJB's schedule of meetings and note that the IJB would now meet on 15 November 2016.

**In accordance with the decision recorded under article 2 of this minute, the following items were considered with the press and public excluded.**

**SOCIAL WORK COMPLAINT REVIEW COMMITTEE OUTCOME**

12. The Board had before it a report by Judith Proctor which provided an outline of the statutory complaint processes relating to social work. The report also appended a recent Complaints Review Committee outcome for the Committee to note.

**The report recommended:-**

that the Board –

- (a) Note the statutory complaint processes for social work as outlined in this report; and
- (b) Request that statutory complaints which reach the Complaints Review Committee stage are brought to the IJB or Audit and Performance Systems Committee for noting after they had been submitted to a full meeting of Aberdeen City Council.

**The Board resolved:-**

- (i) to note the statutory complaint processes for social work as outlined in the report; and
- (ii) to request that statutory complaints which reach the Complaints Review Committee stage are brought to the IJB or Audit and Performance Systems Committee for noting after they had been submitted to a full meeting of Aberdeen City Council.

**JOINT INSPECTION OF SERVICES FOR OLDER PEOPLE**

13. The Board received a verbal update from Judith Proctor on the Joint Inspection of Services for Older People.

**The Board resolved:-**

To note the update provided by the Chief Officer.

**IJB CHAIRS AND VICE CHAIRS MEETING**

14. The Board received a verbal update from the Vice Chair on the IJB Chairs and Vice Chairs meeting held in Edinburgh on 27 June 2016.

**The Board resolved:-**

To note the update provided by the Vice Chair.

**DRAFT MINUTE OF CLINICAL AND CARE GOVERNANCE COMMITTEE -24 MAY 2016**

14. The Board had before it the draft minute of the previous Clinical and Care Governance Committee of 24 May 2016 for noting.

Judith Proctor advised that the seredunt of the draft minute should be amended as she had not been appointed as Vice Chairperson of the Clinical and Care Governance Committee and appended a revised minute for members' consideration.

**The Board resolved:-**

- (i) to note the revised minute; and
- (ii) to note that the reference to the Chief Officer as the Committee's Vice Chairperson had been deleted.

**DRAFT MINUTE OF AUDIT AND PERFORMANCE SYSTEMS COMMITTEE - 31  
MAY 2016**

**15.** The Board had before it the draft minute of the previous Audit and Performance Systems Committee of 31 May 2016 for noting.

**The Board resolved:-**

To note the draft minute.

**COUNCILLOR LEN IRONSIDE CBE, Chairperson.**

DRAFT