



Sally Shaw (Chief Officer)

Orkney Health and Care

01856873535 extension 2601

OHACfeedback@orkney.gov.uk

Agenda Item:

Orkney Integration Joint Board

Wednesday, 27 March 2019, 09:30.

Council Chamber, Council Offices, School Place, Kirkwall.

Minute

Present

Voting Members:

- Davie Campbell, NHS Orkney.
- David Drever, NHS Orkney.
- Issy Grieve, NHS Orkney.
- Councillor Rachael A King, Orkney Islands Council.
- Councillor John T Richards, Orkney Islands Council.
- Councillor Stephen Sankey, Orkney Islands Council.

Non-Voting Members:

Professional Advisers:

- David McArthur, Registered Nurse, NHS Orkney.
- Pat Robinson, Chief Finance Officer.
- Sally Shaw, Chief Officer.
- Dr Louise Wilson, Registered Medical Practitioner not a GP, NHS Orkney.

Stakeholder Members:

- Janice Annal, Service User Representative.
- Sandra Deans, Carer Representative.
- Fiona MacKellar, Staff Representative, NHS Orkney.
- Frances Troup, Head of Housing, Homelessness and Schoolcare Accommodation Services, Orkney Islands Council.

Clerk

- Sandra Craigie, Committees Officer, Orkney Islands Council.

In Attendance

- Lynda Bradford, Interim Head of Health and Community Care (for Items 1 to 21).
- Maureen Firth, Head of Primary Care Services, Orkney Health and Care (for Items 1 to 21).
- Andrew Groundwater, Head of HR and Performance, Orkney Islands Council (for Items 3 to 13).
- James Henry, Principal Social Worker (Children's Services), Orkney Health and Care (for Items 13 to 16).
- Jon Humphreys, Service Manager, Criminal Justice (for Items 3 to 12).
- Katharine McKerrell, Solicitor, Orkney Islands Council.
- Maureen Swannie, Interim Head of Children's Health Services and Service Manager, Children's Services, Orkney Health and Care.

Observing

- Gavin Mitchell, Head of Legal Services, Orkney Islands Council.

Chair

- David Drever, NHS Orkney.

1. Apologies

Apologies for absence had been intimated on behalf of the following:

- Gail Anderson, Third Sector Representative.
- Ashley Catto, Human Resources Manager, NHS Grampian.
- Dr Kirsty Cole, Registered GP, NHS Orkney.
- Scott Hunter, Chief Social Work Officer, Orkney Islands Council.

2. Declarations of Interest

There were no declarations of interest intimated in respect of items of business to be discussed at this meeting.

3. Minute of Previous Meeting

There had been previously circulated the draft Minute of the Meeting of the Integration Joint Board held on 28 November 2018.

The minute was **approved** as a true record, on the motion of Councillor Rachael A King, seconded by Councillor John T Richards.

4. Matters Arising

4.1. Action Log

4.1.1. Allocation Breakdown

Pat Robinson referred to action 23, allocation breakdown, on page 3 of the minute and confirmed that the allocation breakdown of resources was now included as Annex 2 of the monitoring report.

4.1.2. Primary Care Improvement Plan

Sally Shaw referred to action 14 on page 3 of the minute and advised that the Primary Care Improvement Plan would be presented to the Board each cycle.

4.1.3. Workforce Planning

David Drever enquired what had happened to the written paper which had been due to be submitted to the meeting. Andrew Groundwater apologised in that he had not realised that, regardless of whether the work had been completed or not, a report was to be submitted to this meeting. Limited progress had been made due to capacity issues and a development session was still to be held. He would speak to the Chief Officer regarding a timetable and inform the Board accordingly.

4.2. Extraordinary Packages of Care

Regarding the role of the Clinical and Care Governance Committee referred to on page 9 of the minute, Sally Shaw advised that herself and David McArthur had looked at reviewing the terms of reference for the group. This would be going to the Clinical and Care Governance Committee on 8 April 2019.

4.3. Corporate Parenting

Issy Grieve asked for an update on the Corporate Parenting Board referred to on page 10 of the minute. Maureen Swannie advised that no progress had been made. A joint corporate parenting plan was in the process of being drawn up which covered the Council and NHS Orkney and it was hoped this would pull together all corporate parenting partners.

5. Action Log

There had been previously circulated an Action Log which monitored progress against actions due and for the Board to consider corrective action where required.

David Drever commented that he had discussed the Action Log with the Vice Chair. Both had agreed that there were several gaps in the Action Log which flagged up the overarching capacity issues affecting Council/NHS/IJB staff and wondered whether it would be possible to look at prioritising the Action Plan so that it linked into the Risk Register.

Sally Shaw agreed that it was not good to see the Action Log with so many outstanding actions but felt that it was indicative of the time of year as well as sickness absences.

The Board **agreed** that the Chief Officer should consult on suggestions for changing the format of the Action Log.

Moving on to the Action Log itself, Maureen Firth referred to action 3, Recruitment, and advised that a paper had been drafted and was with the Chief Executive of NHS Orkney and the Chief Officer. A further meeting would be held shortly to take the matter forward.

With regard to action 14, Maureen Firth confirmed that the Primary Care Improvement Plan had been completed and should now be removed from the Action Log.

Sally Shaw referred to actions 15, 16 and 17, Directions, and advised that these were presently on hold as the expected guidance from the Scottish Government had not yet been published. Regarding action 18, the Annual Refresh of Terms of Reference, she went on to advise that work had been done by the Programme Board to address this matter.

With regard to action 19, IT Update, Lynda Bradford confirmed that submissions for the final Pathfinder were due by Friday, 29 March. Her understanding was that there were potentially ten partnerships entering to be accepted as the lead pathfinders. A draft submission was ready to be submitted by the deadline.

Pat Robinson advised that in regard to action 20, the Integration Scheme, a meeting had been held in November 2018 regarding either partner being able to deduct additional payments. At that point there was no indication of the section being removed. It had been highlighted in Audit Scotland's 2018/19 external audit plan. It was hoped to review the Integration Scheme throughout 2019/20 as it should be reviewed every three years.

With regard to action 21, Pat Robinson advised that it was hoped that the draft Financial Plan would be presented to the Board at the June meeting.

Regarding action 22, Reserves, there was no update. Pat Robinson would contact the Chief Financial Officer Network for information. Information would also be included in the draft accounts which would give more clarity as to how reserves were being held by other integration authorities.

With regard to action 24, Island Proofing, Sally Shaw advised that this was in regard to discussions regarding self-directed support which was not an area that was ready to go to government with at the present time. There was a paper on Self-Directed Support going to the Council's Orkney Health and Care Committee in the next cycle so there would be further discussions on this matter at that time.

In regard to action 28, Workforce Planning, David Drever enquired whether there would be a written report presented to the June meeting. Andrew Groundwater confirmed he was happy that there would be a written report but could give no commitment to there being a full workforce plan available.

Regarding action 29, Carer Representative, Sally Shaw confirmed there was no update.

In regard to action 31, Remote and Rural Sub-Group, Maureen Firth confirmed that Dr Charlie Siderfin was currently on secondment to the Scottish Government and was the national representative of this group. He was due to attend a meeting of this group shortly.

Regarding action 32, Pat Robinson confirmed that the owner of Charging for Telecare and Day Care Services had now changed to herself and Lynda Bradford. A report would be presented to the June meeting of the Council's Orkney Health and Care Committee requesting approval to consult on charging for telecare and day care services.

With regard to action 33, Performance Monitoring, Sally Shaw advised that there had been no recent discussions with Robert Gordon University regarding how to evaluate targets. This matter was ongoing.

In regard to action 34, Extraordinary Packages of Care, Maureen Swannie advised that, as the action was now complete, it could be removed from the Action Plan.

Regarding Corporate Parenting, action 35, the Board had not been established but work was ongoing on a joint corporate action plan.

With regard to action 36, Carers' Strategy, Sally Shaw confirmed that herself and Lynda Bradford would clarify who the correct owner of the action should be and update the Action Plan accordingly.

Regarding actions 38 and 39, Mental Health, Sally Shaw advised that these should not be on the Action Plan as they came under the remit of NHS Orkney. The Action Plan would be updated accordingly.

David McArthur referred to a query previously raised by Councillor Stephen Sankey regarding the accuracy of fuel poverty figures in regard to action 40, Winter Plan and confirmed that having checked the figures the 30% was a typographical error and the correct figure should be 57%.

The Board noted the status of actions contained in the Action Log.

6. Clinical and Care Governance Committee

There had been previously circulated the unapproved Minute of the Meeting of the Clinical and Care Governance Committee held on 16 January 2019, to enable the Board to seek assurance on performance.

Councillor Rachael A King referred to Child and Adolescent Mental Health Services and a reduction in funding. Sally Shaw assured members that there was no evidence of any funding decrease.

Fiona McKellar raised an issue regarding 709, Safe Staffing Bill Report. Amendments to the Bill had been issued in February 2019. The Health Care Professional Council, a professional body opposed to the methodology that had been applied to the models, was continuing to work with the Scottish Government. However, if the Bill were to become an Act as it stood, they would still be opposing it.

The Board noted the unapproved Minute of the Meeting of the Clinical and Care Governance Committee held on 16 January 2019 and took assurance.

7. Joint Staff Forum

There had been previously circulated the unapproved Minute of the Meeting of the Joint Staff Forum held on 31 January 2019, to enable the Board to seek assurance on performance.

Fiona MacKellar, as Chair of the Joint Staff Forum, informed members that, as the Joint Staff Forum had not been quorate, it had been agreed to go ahead with the meeting on an informal basis. She then gave a short summary of the main points discussed, including the workforce plan update and the Joint Health and Social Care Supervision Policy.

Regarding the meeting not being quorate, David Drever queried whether there was an issue regarding attendance. Fiona MacKellar confirmed that this was generally not the case.

8. Chief Officer Groups

The Chief Officer Group had met the previous week. Sally Shaw informed the Board that Scott Hunter had attended the meeting but had since been absent and therefore she was unable to give an update at this time.

She had been unable to attend the recent Chief Officers National Group but was aware of some of the key agenda items discussed, many of which were covered in the report on the Ministerial Strategic Group to be presented later in the meeting. The Scottish Government was now offering 12-month secondments to current Chief Officers who could work with the Scottish Government to develop and support the framework of supporting Integration Joint Board Chief Officers and Chief Finance Officers.

9. Strategic Planning Group

There had been previously circulated the unapproved Minute of the Meeting of the Strategic Planning Group held on 26 February 2019, to enable the Board to seek assurance on performance.

Councillor Rachael A King, as Chair of the Strategic Planning Group, presented the unapproved minute and highlighted the Draft Strategic Plan and Open Discussion where it had been identified that there was an underlying need for assurance surrounding covering papers to be issued in sufficient time.

The Board noted the unapproved Minute of the Meeting of the Strategic Planning Group held on 26 February 2019 and took assurance.

10. Financial Monitoring

Revenue Expenditure Monitoring Statement to 31 January 2019

There had been circulated a report setting out the financial position of Orkney Health and Care as at 31 January 2019, for scrutiny.

Pat Robinson advised that, as at 31 January 2019, the current underspend was £240,000 with the forecast overspend of £743,000. Council employees had, as at that date, not received the pay increase. Long term staff absences also accounted for some overspend costs. NHS savings targets had also not been identified.

Councillor Rachael A King referred to the table on page 3, with the overspend of £743,000, and the table on page 5, where the overspend was £537,000 and queried whether they were separate figures. Pat Robinson confirmed that they were separate figures but unplanned omissions were not delegated to the Integration Joint Board.

Davie Campbell referred to page 3, the additional £342,000 which had been received for cost pressures within Primary Care, and queried where any remaining funds would go. Pat Robinson confirmed that at this time any savings would stay within NHS Orkney and be used towards any unidentified savings.

The Board noted:

10.1. The revenue expenditure monitoring report.

10.2. The financial position of Orkney Health and Care as at 31 January 2019, as follows:

- A current underspend of £240,000.
- A forecast overspend of £743,000 based on current activity and spending patterns.

The Board **approved**:

10.3. The Recovery Plan attached as Annex 1 to the report circulated.

11. Community Led Support in Orkney

There had been previously circulated, for information, a report to update members on progress in relation to developing Community Led Support in Orkney.

Maureen Swannie advised that the report provided information to members on the local Community Led Support programme, gave a wider context for the works and its place within other strategic planning and gave an update on progress and future activity. In addition to the five Scottish sites referred to in the report that had signed up for the process, an additional three had joined – those being the Western Isles, South Lanarkshire and Falkirk. Next steps included engagement events planned for May. Progress to date was a two-day readiness check which was due to take place shortly with further events due to take place in May. It was hoped to invite as many people as possible, including Council and Health Board staff, representatives from the Third Sector and Community Council members, to these events.

Janice Annal queried funding. Maureen Swannie advised that the total cost of support from the National Development Team for Inclusion for the project was £49,000 which the Scottish Government was part funding with a contribution of £22,540.

Councillor Rachel A King referred to paragraph 4.5 where it referred to lunch clubs and stated that availability of community transport was crucial in terms of people being able to access such clubs. Maureen Swannie advised that the importance of transport had been identified and would be included within the plan.

The Board noted:

11.1. Progress made in relation to developing the Community Led Support programme in Orkney.

The Board **agreed**:

11.2. That a further update report, subsequent to more extensive implementation of the project, should be submitted to a future meeting of the Board, following the two-day event due to be undertaken in May 2019.

12. Orkney Community Justice Partnership

Self-Evaluation Exercise 2018 to 2021

There had been previously circulated, for information, a report highlighting the Orkney Community Justice Partnership Self-Evaluation Exercise 2018 to 2021.

Jon Humphreys presented the report which advised members on the purpose and outcomes of the self-evaluation exercise undertaken by the Orkney Community Justice Partnership, giving a brief summary of the activities of the Orkney Community Justice Partnership to date.

Regarding use of the red, amber and green (RAG) system throughout the document, he apologised for any confusion caused. The paper circulated to members was an accessible version which had been adapted from the original paper considered by the Orkney Community Justice Partnership where the use of red, amber and green reflected the example of good or bad in the local context only and did not follow the usual convention of RAG that members may be used to.

Councillor Stephen Sankey was grateful for the explanation given. He commented that the team were to be congratulated for a very honest self-evaluation. He queried whether between the commentaries contained within the report and the action plan, it had been possible to draw out real priorities. Sally Shaw confirmed that she was very confident that they had been able to pull out the priorities from the self-evaluation.

Jon Humphreys confirmed that the three key areas to be focussed on were:

- The impact on communities.
- The impact on those who had committed the offence.
- The impact on families.

He also wondered if it would be more helpful for Integration Joint Board members to receive the annual report that was submitted to Community Justice Scotland on the activity of the Local Community Justice Partnership in September of each year.

The Board noted Orkney Community Justice Partnership's Self-Evaluation, attached as Appendix 1 to the report circulated, in relation to National Health and Wellbeing Indicators 8 and 9 and the Community Justice (Scotland) Act 2016.

13. Rapid Rehousing Transition Plan

There had been previously circulated a report advising members of the Rapid Rehousing Transition Plan for Orkney, for consideration and approval.

Lynda Bradford presented the report which informed members of the Council's requirement to produce a Rapid Rehousing Transition Plan for Orkney which covered a five-year period. The focus of the Plan was homelessness, which stemmed from the idea that homelessness was wider than one service. Consequently, the Plan was viewed nationally as a joint document and should be developed with health and social care partnerships as well as other key partners. The Plan will be reviewed annually and would grow and develop in time.

Dr Louise Wilson enquired on the point of funding, regarding the intrinsic prioritisation of what would actually be delivered – was that explicit? If the funding was less than asked for, what was the process that would be followed. Frances Troup advised that it was very difficult to determine exactly what was going to be taken forward as it was dependant on how much funding was received from the Scottish Government which was unknown at this time. The actions that were cost neutral would be taken forward straight away.

Janice Annal queried what was the remit of the Integration Joint Board and what came under the Housing Service in connection with Plan. Frances Troup advised that, from the perspective of the Rapid Rehousing Transition Plan, homelessness was owned by the Education, Leisure and Housing service. As it was a joint document nationally, that was the reason both the Council's Education, Leisure and Housing Committee and the Integration Joint Board had had sight of it.

Councillor John T Richards enquired whether the Integration Joint Board would be consulted on the Local Housing Strategy referred to at section 7.4 of the report. Frances Troup confirmed that the Local Housing Strategy was currently undergoing a significant review and it was hoped that a draft would be ready for consultation later in the year which would go before the Council's Education, Leisure and Housing Committee before the consultation process started. She was happy to take guidance as to what should happen to it in regard to the Integration Joint Board.

The Board noted:

13.1. That Orkney Islands Council was required to produce a Rapid Rehousing Transition Plan for Orkney, to cover a 5-year term.

13.2. That the Rapid Rehousing Transition Plan should be developed closely with health and social care partnerships and other key partners, including housing associations.

13.3. That the draft Rapid Rehousing Transition Plan was required to be completed within a short timescale, with a draft submitted to the Scottish Government by 31 December 2018.

13.4. That the Scottish Government provided feedback on the first draft of the Rapid Rehousing Transition Plan in late February 2019.

13.5. That consultation had been undertaken with a range of partner agencies and would continue during the early stages of implementation of the Rapid Rehousing Transition Plan.

13.6. That the Rapid Rehousing Transition Plan should be implemented by 1 April 2019, be fully costed and resubmitted to the Scottish Government.

13.7. That the Scottish Government required the Rapid Rehousing Transition Plan to aim to end rough sleeping, transform the use of temporary accommodation and end homelessness in Scotland in a 5-year period.

13.8. That the Rapid Rehousing Transition Plan required to be aligned with various other strategic documents, including the Local Housing Strategy, the Homelessness Strategy, the Strategic Housing Investment Plan and the Housing Contribution Statement.

13.9. That the Council's Housing and Homelessness Service had strong foundations that could assist with mitigating the emerging risks associated with rapid rehousing, including:

- A generally well established and experienced homelessness team who also provided housing options advice.
- Traditionally low numbers of households sleeping rough.
- Minimal use of Bed and Breakfast as temporary accommodation.
- No breaches of The Homeless Persons (Unsuitable Accommodation) (Scotland) Order 2014.
- Good quality temporary accommodation.
- Low levels of refusals of temporary accommodation.
- The average time from homeless presentation to completion of duty being comparatively short.

13.10. That there would be issues with the level of resource provision particularly as regards the supply of accommodation.

13.11. The Rapid Rehousing Transition Plan, attached as Appendix 1 to the report previously circulated.

13.12. The Action Plan to deliver the Rapid Rehousing Transition Plan, attached as Appendix 2 to the report previously circulated.

13.13. That the Scottish Government had been advised of timelines for consideration of the Rapid Rehousing Transition Plan, by both the Integration Joint Board and the Council's Education, Leisure and Housing Committee, with ratification by Council taking place on 2 May 2019.

The Board **agreed**:

13.14. That the Rapid Rehousing Transition Plan be acknowledged, insofar as it related to the remit of the Integration Joint Board.

14. Carers' Strategy 2019 to 2022

There had been previously circulated a report presenting the final draft of the Orkney Health and Care Carers' Strategy 2019 to 2022, together with the associated Action Plan, for consideration and approval.

Lynda Bradford presented the final draft of the Orkney Health and Care Carers' Strategy 2019 to 2022, together with the Action Plan, following the recent consultation and engagement process.

Councillor Stephen Sankey referred to the low number of responses received from stakeholders and wondered whether the survey had been pitched in the right direction. He also commented that, given the potential number of carers in Orkney, he was worried about the potential resource implications. Lynda Bradford believed that they had been targeted in the correct way. Voluntary Action Orkney had been contacted to chase up responses via its network. Sally Shaw referred to Community Led Support in regard to any increase in demand and by doing things differently there would perhaps not be a large financial increase even if there was an increase in demand for services.

Councillor Rachael A King referred to Appendix 2 and thanked those who had taken the time to fill in the Carers' Strategy Survey which gave the Board an actual narrative of real-life situations.

Sandra Deans queried the cost savings from unpaid carers who made a vital contribution to Orkney Health and Care to date with little support. Regarding the Strategy, she felt all the correct comments were being made but was concerned about whether anything would actually be done. She felt that more specifics were needed about how everything was going to be measured and who was going to be responsible. Going forward, she felt it was a good start but that somebody needed to take responsibility for this area.

Lynda Bradford reassured members that there had been a small number of carers' assessments presented to the Allocation of Resources Committee and some packages of care had been put in place as a result. Sally Shaw acknowledged Sandra Deans' comments and reiterated that the Strategic Plan would be being looked into. Support to unpaid carers would be a priority in the plan.

Councillor Rachael A King said that one in five people in Orkney work either for Orkney Islands Council or NHS Orkney. Was there a sense of flexibility from employers across the board? Another aspect to cover was how carers adapt when they were no longer in the carer role.

Fiona McKellar, reflecting on Councillor Rachael A King's comment, confirmed that staff at NHS Orkney could access a variety of provisions including, for example, flexible working or special leave could be taken thereby supporting staff. She went on to say that there were a lot of carers who held down employment as well as their role as a carer.

Lynda Bradford confirmed, in Andrew Groundwater's absence, that the Council had a similar range of care policies and procedures in place for staff. Regarding the Community Led Support events that were coming up they would try to augment some of the comments raised.

Davie Campbell informed members that this information could also be circulated and promoted to the North Isles via a monthly newsletter that was circulated to all households.

The Board noted:

14.1. That the stakeholder consultation was now complete.

14.2. The findings of the consultation, as detailed in section 5 of the report circulated.

The Board **agreed**:

14.3. That the Orkney Health and Care Carers Strategy 2019 to 2022, attached as Appendix 1 to the report circulated, be approved for publication.

15. Child Poverty in Orkney

There had been previously circulated a report advising members of child poverty in Orkney, for consideration and to seek approval of establishment of a Local Child Poverty Working Group.

Maureen Swannie presented the report, advising that research had shown that 14% of children in Orkney grow up in poverty. The Child Poverty (Scotland) Act 2017 placed responsibility on local authorities and health boards to jointly prepare an annual Local Child Poverty Action Report on what was being done to reduce the impact of child poverty, with the first report due for publication in June 2019. The proposed Working Group would progress recommendations highlighted in the report.

Issy Grieve queried the national statistics in Scotland for child poverty. Maureen Swannie was unsure but would seek clarification and pass the information on to members.

Councillor Rachael A King referred to the very sobering statistics within the report. The data showed there was a significantly lower uptake for free school meals in Orkney than the Scottish average, despite high levels living in fuel poverty. She noted that the higher cost of living in Orkney was not taken into consideration in terms of eligibility for free school meals. She referred to a point made earlier in the meeting regarding transport availability which was perhaps also a barrier meaning that the young person may not be able to attend, for example, extracurricular activities due to transport issues.

David Drever queried free school meal uptake in Orkney and wondered if it was possible to drill down into the figures. Maureen Swannie confirmed that she could contact colleagues within the Council's Education, Leisure and Housing service for further information to pass on to members.

Councillor Stephen Sankey welcomed establishment of the Working Group, which would tackle a very difficult and sensitive issue and look at, amongst other things, why the uptake of school meals was so low, the struggle with fuel poverty and the struggle of transport.

Dr Louise Wilson asked for clarity as to who the Working Group would be reporting to. Maureen Swannie confirmed it would be to the Orkney Children and Young People's Partnership.

Regarding fuel poverty, Frances Troup said that the difficulty was often surrounding the type of heating systems installed. The cost of electricity was also a factor with Orkney having higher prices than elsewhere.

Councillor Stephen Sankey also referred to Community Led Support whereby members of the community would come together to ensure a child did not miss out on an event or activity.

Councillor John T Richards was delighted to see the report and agreed with members comments of it being a sobering read. He reflected on schools purchasing various outdoor equipment thereby lessening the burden on families and ensuring that all children could attend activities.

David Drever hoped that, by approving establishment of the Working Group, the issues could be taken forward and addressed.

The Board noted:

15.1. The research into child poverty in Orkney and its pernicious effect on children, young people and families and the broader fabric of the community, as detailed in Appendix 1 attached to the report circulated.

15.2. The new statutory duties for local government to address child poverty.

The Board **endorsed**:

15.3. Establishment of a Local Child Poverty Working Group, to progress the recommendations of the 2018 research into child poverty, commissioned by the Orkney Children and Young People's Partnership, as detailed in the executive summary attached as Appendix 1 to the report circulated.

16. Social Work in Scotland Impact Report

There had been previously circulated a report advising members of Audit Scotland's report, published in December 2018, entitled Social Work in Scotland – Impact Report, to raise awareness and public dialogue surrounding the impact and challenges facing social work services.

James Henry presented the report which outlined Audit Scotland's report from 2016 and the updated Impact Report which was published in December 2018. A number of workstreams were currently being implemented, as outlined in section 4.3 of the report circulated. He also highlighted a number of remaining significant issues, which were outlined in section 4.4 of the report, such as the challenges to Council services in changing the focus of service delivery from crisis intervention to early intervention; the demographic challenges in relation to an ageing population as well as an increase in relation to adolescents within the next five years which would possibly place further demands on the children and families services. This was of particular concern as, in terms of children and families, managing adolescents was a particular challenge with growing issues around mental health and social media, for example. He also highlighted that approaches were being developed which involved service users, as well as the community, to see how things could be done differently and not be as reliant on formal services.

Referring to the population increase in relation to adolescents, Councillor Rachael A King believed that this was something that needed to be looked at closely at a local level.

In regard to Councillor Rachael A King's question about whether eligibility criteria was reducing as was stated in the report, Sally Shaw agreed that, from a local perspective, eligibility criteria did need to be reviewed as it did not support the ideals of Community Led Support.

Councillor Rachael A King referred to pages 11 and 12, section 31 of the Appendix which highlighted the national percentage of staff vacancies within several areas of social work and social care, which involved homecare and nursing staff and the impact that was having.

Referring to Councillor Rachael A King's question on the role of Chief Social Work Officer, James Henry confirmed that it was a common arrangement to have Chief Social Work Officers at Head of Service level and often combined with a Head of Service post. Sally Shaw confirmed that she did know one Chief Social Work Officer who was not in a combined post.

Dr Louise Wilson highlighted a number of comments in the report regarding the quality of care and wondered if it would be helpful to have the report at the Clinical and Care Governance Committee pulling out in more detail some of those elements around the quality of care and how that committee could support the Integration Joint Board in looking at those issues. Sally Shaw agreed but as with several reports on the agenda, thought would need to go into how the various reports were to be fed to the different committees.

Councillor Stephen Sankey referred to elected members playing a role in community conversations regarding the future role of social work, which was highlighted in the report, and emphasised that there would be a need for additional training and support prior.

The Board noted:

16.1. The Social Work in Scotland Impact Report by Audit Scotland, published in December 2018, attached as Appendix 1 to the report circulated.

The Board **supported**:

16.2. The workstreams, detailed in section 4.3 of the report circulated, which currently addressed local issues identified within the Social Work in Scotland Impact Report, in particular the move to early intervention and exploration of generalist practice.

17. Strategic Plan 2019 to 2022

There had been previously circulated a report advising members of the draft Strategic Plan for consideration and approval to proceed to consultation.

Sally Shaw referred to the draft Strategic Plan, attached as Appendix 1 to the report circulated. She admitted there were some formatting issues and asked members to concentrate on content rather than visuals, as formatting would be addressed prior to issuing for consultation. The Council's Change Team would be assisting with the infographics for the report and the Scottish Government's i-Hub Strategic Planning Team were providing feedback to make sure the plan goes dynamic over the coming years. One of the things that the consultation would be asking for was ideas around what the strategic visions and values should be.

Davie Campbell queried how the NHS Clinical Strategy would be embedded, aligned or referenced within the Strategic Plan. Sally Shaw confirmed that the NHS Clinical Strategy did indeed require to be added to the Strategic Plan.

Following a query from David McArthur regarding whether it was a commissioning strategy, Sally Shaw confirmed that it was a Strategic Plan and an overarching strategy that set out the visions, values and approach. The Commissioning Implementation Strategy would sit under Strategic Plan, along with the medium-term financial plan. She continued that all the commissioning aspects had been removed as it needed to be a strategic plan.

Dr Louise Wilson felt that if the term "community hub" was to be used rather than "locality" it should be made clear. She queried, in terms of Public Bodies Joint Working Scotland legislation which set out some of the elements that should be included within the plan, whether not having a strategic "commissioning" plan in place was in breach of the legislation. Sally Shaw confirmed that there would be no issue with using the term "community hub" rather than "locality". She went on to confirm that there would be a commissioning implementation strategy and because of this the requirements under the legislation would be met.

Frances Troup referred to the Housing Contribution Statement that was in need of further development and confirmed that, as housing played a key role, she would be happy to review this with Sally Shaw.

Issy Grieve welcomed the document as a great starting point for consultation. She confirmed that, from an NHS perspective, there would be some contributions to make particularly regarding the new NHS Clinical Strategy which she felt would be helpful for the document.

Fiona MacKellar referred to the section on delegated services and noted that the descriptors did not match the teams being described. She also referred to staff being trained and queried how this was going to be done and measured. Sally Shaw stated that the services were as described within the Integration Scheme, so she had little leeway to detract from that, as it was a legal document. Regarding staff training and how it was to be measured, it may be that a consultation question was regarding ideas on how all the aspects listed could be measured.

In relation to Councillor Stephen Sankey's comments regarding inclusion of the three Boards at figure 3, Sally Shaw agreed that perhaps Tech-Enabled Care, Community Led Support and Strategic Commissioning should be added as well as adding some detail regarding the locality and hub plans being developed.

Following a query from David Drever, Sally Shaw confirmed that the Plan would be tidied up prior to consultation and, after the 12-week consultation, the final version brought back to the June meeting for consideration and approval.

The Board noted:

17.1. The work to date on the new style Strategic Plan.

The Board **agreed**:

17.2. That the draft Strategic Plan 2019 to 2022 be approved for consultation.

18. Integration Joint Board Budget 2019 to 2020

There had been previously circulated a report presenting the funding allocations from NHS Orkney and Orkney Islands Council for financial year 2019 to 2020.

Pat Robinson presented the report, advising that, due to the Council being unable to clarify whether any overspend would be carried forward due to it being dependent on the Council's overall budget outturn position, as well as NHS Orkney only being due to approve the Integration Joint Board budget on 28 March 2019, the report presented was for noting only as the budget could not be approved at this time.

Councillor Stephen Sankey wondered, as being unable to agree the budget at this time was not good practice, whether in future the March meeting of the Integration Joint Board could be moved to a later date or whether the June meeting could be moved to an earlier date. Pat Robinson said she would investigate whether this would be possible.

Following a query from Davie Campbell, Pat Robinson confirmed that she was unable at this time to give a timescale on when the Council would be in a position to clarify the position of the overspend.

Councillor Rachael A King, referring to paragraph 5.3 of the report circulated, said that the Board should be mindful of Audit Scotland's recent Annual Audit Report where it stated that the Board should consider the suitability of the option regarding the deduction of additional payments from future funding allocations. Pat Robinson stated that her understanding was that Audit Scotland would like that paragraph removed. There had been discussions in November but there had been no appetite to remove that section at that time.

Following concern from Councillor Rachael A King regarding the financial constraints without additional investment as referred to at paragraph 5.2, she felt that there was a lot being put on Integration Joint Board capacity and feared that they were being set up to fail. Sally Shaw reassured the Board that capacity was not about money. They were moving at speed in areas such as Community Led Support. Officers were involved in innovation daily as well as keeping the day job going. She had been in contact with the Chief Executive of NHS Orkney and would be meeting him shortly to see how any gap could be filled.

Issy Grieve stated that NHS Orkney had a 3-year financial plan and wondered if this would be something that the Council would consider doing. Sally Shaw stated that this would be something that would need to be discussed with the Council's Chief Executive and the Head of Finance but perhaps it would be a sensible way to go.

The Board noted:

18.1. That, as at 31 January 2019, the projected overspend to the end of the financial year was £743,000.

18.2. That NHS Orkney's planning assumptions were not to seek recovery of any additional contributions made in 2018 to 2019.

18.3. That the Council was unable to clarify whether any overspend would not be carried forward, as it was dependent on the Council's overall budget outturn position.

18.4. That further work was required in relation to unplanned admissions in order to assess compliance with the six steps detailed at section 5.5.2 of the report circulated.

18.5. That there had been no significant savings target applied from either partner for the forthcoming financial year.

18.6. That NHS Orkney was due to approve the Integration Joint Board's budget on 28 March 2019.

The Board **agreed**:

18.7. That a further paper be submitted to either a special meeting of the Integration Joint Board or the next scheduled meeting on 25 June 2019, once there was clarification on any potential carry forward of overspend and following approval by NHS Orkney of the budget to the Integration Joint Board.

Fiona MacKellar left the meeting at this point.

19. Risk Register

There had been previously circulated a report presenting the updated Risk Register for consideration and approval by the Board.

Pat Robinson presented the report advising that the revised Risk Register was more reader friendly and simpler to understand. The register was based on the refreshed Risk Management Strategy which had been approved by the Board in October 2018. Each risk would have a number beside it with the risk status making it clear whether the risk was new, had changed or remained the same. She went on to highlight risk number 4 on page 4 and said that the word “overspend” would change as the IJB had no services.

As had been mentioned earlier in the meeting, David Drever wondered if there was a way of linking the Risk Register to the Action Plan. Pat Robinson confirmed that this was something that could be looked at but if something on the Action Plan did not fit in the Risk Register there was a risk of getting tied up trying to make it fit.

Councillor Rachael A King referred to section 4.3 of the covering report and queried how the review of the Risk Register would be done. Pat Robinson confirmed that the Risk Register would be reviewed by the Senior Management Team in the first instance before being brought to the Integration Joint Board for approval.

Dr Louise Wilson stated that she found it useful to understand Risk Registers by trying to understand the level of risk trying to be achieved, which in turn helped assess how good the control measure in place was. Some clarity was needed on those points. She also stated that many of the risks on the register related to delivery organisations. There was also no comment about not having a current Strategic Plan. Sally Shaw reassured the Board that the current Strategic Plan did not specify the date in 2019 when it would expire and would continue until the new plan was in place.

Sandra Deans queried if there was any contingency regarding Brexit. Pat Robinson referred her to number 7 on the Risk Register.

The Board **approved** the updated Risk Register for the Integration Joint Board, attached as Appendix 1 to the report circulated.

20. Ministerial Strategic Group

Review of Progress with Integration of Health and Social Care

There had been previously circulated a report advising members of the review by the Ministerial Strategic Group in respect of progress with integration and proposals for ensuring success of integration, for consideration and approval by the Board.

Sally Shaw presented the report advising that Appendix 1, attached to the report circulated, followed the six areas as set out by Audit Scotland on integration published in November 2018.

David Drever said that this was an important paper with a number of challenges and queried where this Integration Joint Board stood in comparison to others. Sally Shaw stated that, from what she had observed, the way this Integration Joint Board conducted its business was very good and looked ready to step up to its authority.

Councillor Rachael A King commented that it was a concerning report. There was a need to ensure support was in place particularly in regard to finance as well as to take a hard look regarding structure in terms of capacity. Governance also needed to be addressed.

Councillor Stephen Sankey commented that it would be useful for the Integration Joint Board to receive external comments on the 3-year financial plan.

Councillor John T Richards asked for clarity regarding paragraph 2 on page 8 of Appendix 1 previously circulated, where it stated the timescale for delegated budgets being agreed was by the end of March 2019 and queried the current status. Pat Robinson confirmed that budgets should be completed timeously.

The Board noted:

20.1. The Review of Progress with Integration of Health and Social Care report, published by the Ministerial Strategic Group in February 2019.

The Board **agreed**:

20.2. That the proposals contained within the Review of Progress with Integration of Health and Social Care be adopted.

21. Date and Time of Next Meeting

It was agreed that the next meeting be held on Tuesday, 25 June 2019 in the Council Chamber, Council Offices, Kirkwall.

22. Disclosure of Exempt Information

On the motion of Councillor Rachael A King, seconded by Davie Campbell, the Board **agreed** that the public be excluded from the remainder of the meeting as the business to be considered involved the disclosure of exempt information of the class described in the relevant paragraph of Part 1 of Schedule 7A of the Local Government (Scotland) Act 1973 as amended.

23. Reappointment of Standards Officer

Under section 50A(4) of the Local Government (Scotland) Act 1973, the public had been excluded from the meeting for this item on the grounds that it involved the disclosure of exempt information as defined in paragraph 1 of Part 1 of Schedule 7A of the Act.

There had been previously circulated a report requesting the Board to formally nominate, for approval by the Standards Commission, reappointment of the Integration Joint Board's Standards Officer and the two Deputies.

As the report related to the reappointment of Gavin Mitchell, Pat Robinson presented the report on his behalf, advising that the reappointment would be for a further period of 19 months until October 2020.

The Board **agreed**:

23.1. To formally nominate, for approval by the Standards Commission, Gavin Mitchell, Head of Legal Services, Orkney Islands Council, as the Standards Officer of the Integration Joint Board, for a further period of 19 months until October 2020.

23.2. To formally nominate, for approval by the Standards Commission, Katharine McKerrell, Solicitor, Orkney Islands Council, and Karen Bevilacqua, Solicitor, Orkney Islands Council, as Depute Standards Officers of the Integration Joint Board, for a further period of 19 months until October 2020.

23.3. That the Chief Officer write to the Standards Commission with the relevant information.

24. Conclusion of Meeting

There being no further business, the Chair declared the meeting concluded at 13:10.