



Stephen Brown (Chief Officer)

Orkney Health and Care

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Orkney Integration Joint Board

Wednesday, 24 April 2024, 09:30.

Council Chamber, Council Offices, Kirkwall.

Minute

Present

Voting Members:

Orkney Islands Council:

Councillors Rachael A King, P Lindsay Hall and Jean E Stevenson (via Microsoft Teams).

NHS Orkney (via Microsoft Teams):

Rona Gold and Joanna Kenny.

Non-Voting Members:

Professional Advisers:

- Stephen Brown, Chief Officer of the Integration Joint Board.
- Dr Kirsty Cole, General Practitioner representative, appointed by NHS Orkney.
- Darren Morrow, Chief Social Work Officer of the constituent local authority, Orkney Islands Council.
- Taiye Sanwo, Interim Chief Finance Officer of the Integration Joint Board (via Microsoft Team).
- Sam Thomas, Nurse representative, employed by NHS Orkney.
- Dr Louise Wilson, Secondary Medical Care Practitioner representative, employed by NHS Orkney (via Microsoft Teams).

Stakeholder Members:

- Janice Annal, Service User Representative (via Microsoft Teams).
- Morven Brooks, Third Sector Representative.

Clerk

- Hazel Flett, Service Manager (Governance), Orkney Islands Council.

In Attendance

Orkney Health and Social Care Partnership:

- Lynda Bradford, Head of Health and Community Care.
- Maureen Swannie, Head of Strategic Planning and Performance/Interim Head of Children, Families and Justice Services.
- Wendy Lycett, Interim Director of Pharmacy.

Orkney Islands Council:

- Andrew Groundwater, Head of Human Resources and Organisational Development.
- Veer Bansal, Solicitor.
- Raema Lyon, Business Improvement Officer (for Items 13 and 14).

Observing

Orkney Islands Council:

- William Moore, Service Manager (Improvement and Performance) (for Items 13 and 14).
- Maya Tams-Gray, Committees Officer.

Chair

- Councillor Rachael A King, Orkney Islands Council.

1. Apologies

The Chair welcomed everyone to the meeting and reminded members that the meeting was being broadcast live over the Internet on Orkney Islands Council's website. The meeting was also being recorded, with the recording publicly available for listening to after the meeting for 12 months.

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

- Voting Members:
 - Issy Grieve, NHS Orkney.
 - Meghan McEwen, NHS Orkney.
 - Councillor Ivan A Taylor, Orkney Islands Council.
- Non-Voting Members:
 - Jim Love, Carer Representative.
 - Danny Oliver, Staff-side Representative, Orkney Islands Council.
 - Ryan McLaughlin, Staff-side Representative, NHS Orkney.
 - Frances Troup, Head of Community Learning, Leisure and Housing, Orkney Islands Council.

- Morven Gemmill, Associate Director of Allied Health Professions, Orkney Health and Social Care Partnership.

2. Appointments

There had been previously circulated a report concerning various appointments to the Integration Joint Board, for consideration and approval.

The Service Manager (Governance) advised that the Public Bodies (Joint Working) (Integration Joint Boards) (Scotland) Order 2014, read in conjunction with the Orkney Integration Scheme, regulated membership of Board, together with the term of appointment of the various members. Section 4 of the report detailed the various appointments and dates for re-appointments, together with the relevant appointing body.

Councillor Rachael King welcomed Taiye Sanwo and Darren Morrow and looked forward to working with them in the future.

Councillor Lindsay Hall noted that the paper did not include reference to the proxy members, and as a proxy member he felt it was important to appear if there was a reason for attendance. Councillor Rachael King responded that it was her understanding that the paper highlighted new appointments and/or re-appointments, while proxy members would already be on record. Councillor Lindsay Hall made note of the table in section 4.1 that included Councillors who were previously existing members. The Service Manager (Governance) gave assurance that the proxy members would be included in the next report, noting that the Council appointments would be considered in May.

The Board thereafter noted:

2.1. That, in terms of the Orkney Integration Scheme, all appointments, with the exception of the Chief Officer, the Chief Finance Officer of the Board and the Chief Social Work Officer, who were members of the Board by virtue of the Public Bodies (Joint Working) (Integration Joint Boards) (Scotland) Order 2014 and the post they held, were for a period of two years.

2.2. That, in addition, individual Board appointments were made as required when a position became vacant for any reason, and that any member of the Board could be re-appointed for a further term of office.

2.3. That, in February 2024, the post of Chief Finance Officer became vacant.

2.4. The appointment of Taiye Sanwo as Chief Finance Officer with effect from 8 April 2024.

2.5. That, since March 2023, the position of Chief Social Work Officer had been covered on an interim basis by Sharon-Ann Paget.

2.6. That, on 22 April 2024, Darren Morrow took up post as the permanent Head of Children, Families and Justice Services and Chief Social Work Officer.

3. Declarations of Interest

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

4. Minute of Previous Meeting

There had been previously circulated the draft Minute of the Meeting of the Integration Joint Board held on 21 February 2024.

Lynda Bradford drew attention to the number of hours agency workers could work, where she had rounded up the total from 48 to 50 hours. Subsequent to the meeting, the legal position was clarified, and a note added on page 6 of the Minute. She apologised for any inconvenience.

The Minute was thereafter **approved** as a true record.

5. Matters Arising

There had been previously circulated a log providing details on matters arising from previous meetings, for consideration and to enable the Board to seek assurance on progress, actions due and to consider corrective action where required.

In respect of matters arising from the previous meeting on 21 February 2024, Stephen Brown provided the following updates:

- Actions 3 and 4 – Financial Recovery Plan and Revenue Expenditure Monitoring Reports – the Council and NHS Orkney were working through year end processes and agreement had been sought from both Chief Executives that the draft budget and the position in relation to savings targets would be submitted to the next meeting in June. As the Interim Chief Finance Officer had only recently taken up post, there was insufficient time to get the papers to this meeting.

Regarding outstanding actions from previous Board meetings, Stephen Brown provided the following updates:

- Action 2 – Risk Appetite – one meeting with Scottish Government colleagues had taken place, with a second follow up due to take place on 2 May.
- Action 4 – Joint Staff Forum – discussions were still to take place regarding the one-page document. Stephen Brown and Danny Oliver would continue to work on this and an updated target date provided.
- Action 5 – Public Health Annual Report – Dr Louise Wilson would present this paper later in the meeting.
- Action 7 – Additional Investment – challenges remained around the funding in respect of four posts and an update would be included in the finance paper to be submitted to the June meeting.
- Action 8 – Delivery Tracker on Strategic Plan – the delivery tracker was submitted to the Performance and Audit Committee on 13 March 2024 and would be included in the Minute for the Board's assurance.
- Action 10 – Paper on workstreams, staffing, potential long-term solutions and review of eligibility criteria – paper on agenda for this meeting (Growing a Sustainable Social Care Workforce).

Regarding Action 1 – Climate Change Reporting Duties, Maureen Swannie advised that she had reached out to other health and social care partnerships who all shared the frustrations expressed. She had therefore proposed that the Strategic Planning and Performance Officers Group (SPPOG) submit a formal query to the Scottish Government on the issue and would report back in due course.

The Board scrutinised the Log and took assurance.

6. Joint Clinical and Care Governance Committee

There had been previously circulated the approved Minute of the Meeting of the Joint Clinical and Care Governance Committee held on 8 February 2024, to enable the Board to seek assurance.

Rona Gold gave a brief introduction explaining her role as a non-executive member of NHS Orkney and recently appointed Chair of the Joint Clinical and Care Governance Committee.

She highlighted the following matters from the Minute:

- The first Chair's assurance report from the Social Work and Social Care Governance Board, which the Committee found useful and believed it to be a positive step.
- Took assurance around health visitors, particularly the catch up on developmental assessments, with visits offered for any families who had missed assessments.
- Assurance that NHS Orkney was compliant with national policy, as there was now a clinical governance structure in place through the Hospital Transfusion Committee.
- The post meeting note on page 5 around the position of Chair being a voting member of the Integration Joint Board and that the Terms of Reference be changed to reflect this. The Board of NHS Orkney would be considering appointments to various governance committees the next day, which would be reported to the Integration Joint Board in due course.

Councillor Rachael King noted how useful it was to read through the minutes and expressed her gratitude. She queried the current accessibility of digital systems such as PARIS and wanted to seek assurance that the IT systems could support staff in their work. Rona Gold responded that the joint committee was mindful of reports regarding systems, however she could not comment on the operational detail of that but could get an answer from a member of the executive team. Maureen Swannie added that the PARIS system user group had representation from both health and social care, including home visitors. She commented that a high priority action was for school nurses to receive the same access to PARIS as health visitors.

The Board scrutinised the approved Minute and took assurance.

7. Performance and Audit Committee

There had been previously circulated the unapproved Minute of the Meeting of the Performance and Audit Committee held on 13 March 2024, to enable the Board to seek assurance.

Joanna Kenny advised this was her first meeting as Chair of the Performance and Audit Committee and highlighted the main areas considered by the Committee, namely:

- Internal Audit Strategy and Plan.
- Orkney Islands Council Internal Audit of Direct Payments.
- Strategic Plan Priorities – progress update.

Joanna Kenny asked the Board whether they would consider increasing membership of the Performance and Audit Committee. She highlighted that everyone in attendance had contributed extremely well but felt increased membership would be beneficial. Stephen Brown agreed that membership of several committees, including the Performance and Audit Committee could be reviewed. He commented that voting members appeared to be consistently present, but more non-voting members could enhance the breadth of views available.

Councillor Lindsay Hall commented on the importance of attendance by the full membership at any audit committee in order to undertake appropriate scrutiny. Councillor Rachael King noted that there had been a commitment from the Chief Officer to bring the suggestion forward.

The Board scrutinised the unapproved Minute and took assurance.

Other Scrutiny Committees

Councillor Rachael King advised members that the Strategic Planning Group had not met since 15 January 2024, but would be meeting soon to discuss the review of the Strategic Plan. The Minute of the most recent meeting of the Joint Staff Forum would be presented to the Board in June for assurance.

8. National Care Service

There had been previously circulated a report presenting an update on the National Care Service (Scotland) Bill, for information.

Stephen Brown gave an update on progress with the National Care Service (Scotland) Bill (the Bill) following its passing at Stage 1 in the Scottish Parliament on 29 February 2024. He highlighted significant discussions between the Scottish Government and the Chief Executives of COSLA and the NHS around the implications of the National Care Service. There had previously been proposals that would have resulted in many of the services overseen and delivered by local authorities being controlled directly by the Scottish Government. However, a shared accountability framework had instead been agreed upon.

There was still significant work to be done on what a National Board would look like and what they would do. Stephen Brown highlighted that Integration Joint Boards would not be disbanded but delegation may change. He commented that the Orkney Integration Joint Board was one of nine in Scotland that could be described as an “IJB Plus”, namely that children’s community based and justice services were included in the delegated services. There had been a view from some within the Scottish Government that all Integration Joint Boards should operate that way.

An expert legislative advisory committee was meeting weekly in advance of Stage 2 of the Bill, which was due at the end of June 2024. This included people with lived experience and representatives from the Third Sector and statutory sector. The aim of this group was to advise the Scottish Government in regard to the amendments at Stage 2.

Stephen Brown commented that he believed there was still a lot of work to be done in a tight deadline. If there was still an intention to bring something forward by the June 2024 deadline, he believed this may lack detail. There would be implications to the running of Integration Joint Boards based on the Bill.

He highlighted the Scottish Government framework, noting that a National Care Service Board could step in where an Integration Joint Board was deemed to be failing and either take over the services, or delegate to another Integration Joint Board, although there was no detail provided on what a failing IJB would look like.

The relevant Scottish Government team would be visiting Orkney in the summer to discuss the matter with all interested parties, with an undertaking to update the Island Communities Impact Assessment. Stephen Brown had concerns that the detail of the Bill may still not be available at the time of their visit but highlighted to members the importance of their attendance at such a meeting.

Stephen Brown concluded by advising that it was a fast moving environment and that the Chair was involved in a national level and continued to make the voice of islands heard.

Councillor Rachael King thanked Stephen Brown for the update, and acknowledged the lack of clarity which still remained.

Councillor Lindsay Hall expressed concern about the potential for legal responsibility to remain with the Board but control to be removed. Stephen Brown responded that it had been suggested that the National Board would be able to step in under certain circumstances, however those circumstances were not clear. This might also have significant implications locally regarding the delivery of services. He further advised that, if local integration boards were to be retained, membership of the National Board should be replicated, namely including representation from the Third Sector and those with lived experience.

Councillor Lindsay Hall took assurance from Orkney being represented at a national level but remained concerned at the possibility of the Board being legally responsible, but having no control over the delivery of services.

Councillor Rachael King commented that the process had been fast moving and provided for robust contribution to improve outcomes. Integration Joint Boards across Scotland need to be able to continue their day-to-day work, so there were challenges regarding potential changes with a National Board happening in parallel to this. She referred to the importance of looking at the impact for the islands, but that this would be difficult without any detail.

Councillor Jean Stevenson commented that she could not see how the addition of another level of bureaucracy would help individuals due to the ongoing challenges around recruitment and retention. She expressed a view that it would have been her preference for the money spent on such a service to have instead been used to pay staff more to encourage them stay.

Rona Gold thanked Stephen Brown for the level of detail in the paper, including the dates indicated in the appendices. She echoed some of the concerns of Councillor Jean Stevenson, and queried whether the National Care Service would support recruitment and retention. Stephen Brown advised that it was not clear how the National Care Service would address these issues, as he believed this primarily needed to be done locally. He added that establishment of the National Social Work agency could help to address issues in the social work workforce, but not social care.

The Board noted:

8.1. The recent developments in relation to the National Care Service (Scotland) Bill, as outlined in section 4 of the report circulated.

8.2. The ongoing engagement and planned next steps, as outlined in section 5 of the report circulated.

8.3. The implications of the current position.

9. Public Health Annual Report

There had been previously circulated a report presenting the Public Health Annual Report for 2022/23, for scrutiny.

Dr Louise Wilson highlighted that the annual report covered a period of time during which she had been absent, and thanked Sara Lewis for acting up for a majority of that time.

Dr Louise Wilson provided a summary of the key points from the Annual Report, which included information on vaccine trends. She noted that Orkney was top in Scotland for the 6 in 1 vaccination. She also highlighted the focus on local health improvement updates due to health inequalities exacerbated by the COVID-19 pandemic.

Councillor Rachael King expressed thanks for the detailed report, which had demonstrated the amount of work that Public Health had done and would continue to do.

Joanna Kenny queried which locations vaccines could be delivered at. Dr Louise Wilson reminded the Board that vaccination programmes had transferred from GP Practices to local health boards and confirmed that a mixed model operated locally, with most vaccines administered at clinics in The Balfour and one GP Practice continuing to deliver a programme. However, the vaccination team also went out to deliver the programme, most often in relation to the outer isles.

Dr Kirsty Cole referred to the comment made the previous year whereby she would like to see direct comparative data on the transition of vaccine delivery from individual GP Practices to the health board, especially where targets were not being reached. The reason for the request was twofold – if numbers had increased that was cause to celebrate, if targets were not being hit, reasons should be investigated and potential solutions looked at to improve uptake. Local data would be particularly useful, particularly when there appeared to be a decline in the national figures and also that Orkney was behind on the transfer date. Dr Louise Wilson provided a commitment to add comparative data.

Councillor Rachael King referred to the vaccine figures and noted some of the age group reductions and appreciated the interest from Public Health in exploring these variations. She additionally sought assurance that samples from screening programmes which required to be sent outwith Orkney for analysis were being received on time. Dr Louise Wilson confirmed that this was not a significant issue although some samples had been caught in the postal service, however the larger issue was in terms of recruitment and retention of specialist analysts in national laboratories.

Dr Louise Wilson responded to a query from Councillor Rachael King regarding the growing knowledge of and support for long COVID-19, and particularly psychological support. Dr Wilson stated that the long COVID-19 service in Orkney was limited, but she had recently attended a North of Scotland meeting that looked at the variations in the services. It would be hard to build up services with little funding, however she felt this was important to focus on. Lynda Bradford highlighted that they had received funding from the Scottish Government for additional psychological support for people who had been hospitalised due to COVID-19. Councillor Rachael King requested more information on the prevalence of long COVID-19 in the community, and what services were available to them.

Councillor Rachael King noted that avoidable and treatable cancer was high up in the mortality rates in Orkney and asked why this was the case. Dr Louise Wilson commented that avoidable and preventable mortality in Orkney was some of the lowest in Scotland. However, she referred to deprivation levels and access to screenings in relation to the treatment or avoidance of specific illnesses.

The Board scrutinised the Public Health Annual Report for 2022/23, attached as Appendix 1 to the report circulated, and took assurance.

10. Daisy Villa Practice

There had been previously circulated a report presenting an update to the Board on the status of the Daisy Villa Practice, St Margaret's Hope, for information.

Stephen Brown advised that Drs Simon and Catriona Kemp, who had run the Daisy Villa Practice for the last 25 years, had announced their intention to retire at the end of the calendar year, and recognised their tireless commitment to the community.

The Primary Care team was now engaged with the Central Legal Office and colleagues from NHS Orkney's Procurement team, to prepare a tender exercise that sought to secure a new independent contractor to take over the Practice. Stephen Brown gave a commitment to keep the Board updated on progress.

Councillor Rachael King noted that she was pleased the report acknowledged Dr Kemp's contribution to occupational health.

Councillor Lindsay Hall queried whether the occupational health support to the Council would remain with that practice. Andrew Groundwater responded, also highlighting his thanks to Dr Simon Kemp for his support as the Council's occupational health adviser. Regarding future provision, Andrew Groundwater advised that options for the provision of an occupational health service were being urgently explored, and it was unlikely that this would be available within a local GP practice. However, the preference would be for the service to be provided locally, if feasible and sustainable. Councillor Lindsay Hall reiterated

the value of a local and reliable occupational health service, particularly for those staff going through a phased return to work.

Councillor Rachael King highlighted section 5.2 of the report, which stated that if the procurement exercise was unsuccessful, the financial risk to the Integration Joint Board would require re-assessment. She noted that there were two elements to the issue, the GP Practice and the occupational health advisor, so having details of the financial implication to the Board may have been beneficial.

Morven Brooks queried whether Drs Kemp would extend their service if the tender exercise was unsuccessful, as there were concerns locally. She also queried how this would be communicated. Stephen Brown advised that this paper was the start of communications with the wider public. There would be challenges should there be no interest in taking on the Practice. Options would need to be explored, including the Practice becoming a Board run Practice, however he remained optimistic that a like-for-like replacement would be achieved. Stephen Brown further advised that Drs Kemp had indicated they would work to make the transition as smooth as possible and any continuation beyond the end of the current calendar year would be very short-term.

The Board noted:

10.1. The upcoming retirement of both GPs in the Daisy Villa Practice.

10.2. The steps which were being taken to seek a new contractor to take on the Practice.

The Board resolved:

10.3. To formally write, via the Chief Officer, to both retiring GPs to acknowledge their significant contribution to the communities of South Ronaldsay and Burray over many years and to thank them for their invaluable service.

11. Date and Time of Next Meeting

It was agreed that the next meeting be held on Wednesday, 19 June 2024 in the Council Chamber, Council Offices, Kirkwall.

12. Exclusion of Public

On the motion of Councillor Rachael King, seconded by Councillor Lindsay Hall, 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 classes described in the relevant paragraphs of Part 1 of Schedule 7A of the Local Government (Scotland) Act 1973 as amended.

13. Independent Living Support Service

Under section 50A(4) of the Local Government 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 paragraphs 4, 6 and 8 of Part 1 of Schedule 7A of the Act.

There had been previously circulated a report presenting changes to the provision of the Independent Living Support Service from 31 March 2024, for information.

The Board noted what steps had been taken to commission the provision of the Independent Living Support Service from 1 April 2024.

The above constitutes the summary of the Minute in terms of the Local Government (Scotland) Act 1973 section 50C(2) as amended by the Local Government (Access to Information) Act 1985.

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14. Staffing Matters

Growing a Sustainable Social Care Workforce

There had been previously circulated a report presenting an update on progress with a workstream to tackle workforce recruitment challenges, for information.

Lynda Bradford provided an update on progress made to tackle workforce recruitment challenges through a project known as Growing a Sustainable Social Care Workforce. Lynda Bradford extended her thanks to staff involved with the project, for the work undertaken to date, which was echoed by Councillor Rachael King.

The Board noted:

14.1. Progress to date on the Growing a Sustainable Social Care Workforce project and the work planned.

14.2. Analysis and key findings of the project to date, detailed in the Appendices to the report circulated.

The above constitutes the summary of the Minute in terms of the Local Government (Scotland) Act 1973 section 50C(2) as amended by the Local Government (Access to Information) Act 1985.

15. Conclusion of Meeting

There being no further business, the Chair declared the meeting concluded at 11:35.