



Sally Shaw (Chief Officer)
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Orkney Integration Joint Board

Wednesday, 11 December 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:

- Scott Hunter, Chief Social Work Officer, Orkney Islands Council.
- David McArthur, Registered Nurse, NHS Orkney.
- Pat Robinson, Chief Finance Officer.
- Sally Shaw, Chief Officer.

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

- Hazel Flett, Senior Committees Officer, Orkney Islands Council.

In Attendance

- Christina Bichan, Chief Quality Officer, NHS Orkney (for Items 1 to 9).
- Lynda Bradford, Acting Head of Health and Community Care, Orkney Health and Care.
- Maureen Firth, Head of Primary Care Services, Orkney Health and Care.
- Katharine McKerrell, Solicitor, Orkney Islands Council.
- Sharon-Ann Paget, Service Manager, Public Protection, Orkney Health and Care.
- Katie Spence, Orkney Alcohol and Drug Partnership Co-ordinator, Orkney Health and Care (for Items 1 to 12).
- George Vickers, Information Governance Officer, Orkney Islands Council (for Items 9 to 17).

Observing

- John W Mundell, Chief Executive, Orkney Islands Council (for Items 5 to 12 and 14 to 20).
- Dr Dawn Moody, Clinical Director – GP, NHS Orkney.

Chair

- Councillor Rachael A King, Orkney Islands Council.

1. Apologies

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

- Dr Kirsty Cole, Registered GP, NHS Orkney.
- Dr Louise Wilson, Registered Medical Practitioner not a GP, NHS Orkney.
- Gail Anderson, Third Sector Representative.
- Sally George, Staff Representative, Orkney Islands Council.
- Ashley Catto, HR Manager, NHS Grampian.

2. Declarations of Interest

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

With regard to agenda items and order of business, Councillor Rachael A King advised that the report distributed by Sally Shaw related to the Progress Update (Item 10 on the agenda), which would be taken immediately after Matters Arising (Item 4 on the agenda). The item relating to the Winter Plan (Item 14 on the agenda) would be taken immediately prior to Financial Monitoring (item 8 on the agenda), as the presenter required to leave for another meeting.

3. Minute of Previous Meeting

There had been previously circulated the draft Minute of the Meeting of the Integration Joint Board held on 2 October 2019.

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

4. Matters Arising

The following matters contained in the previous meeting were raised:

- Page 4 – Action Log – Action 28 – David Drever referred to the point raised by Fiona MacKellar regarding workforce planning and the requirement for trade unions and staff to be involved, particularly from the NHS Orkney side, and noted that this would be raised in the Progress Update.
- Page 4 – Action Log – Actions 46 and 47 – Councillor Rachael A King referred to the point raised by Davie Campbell regarding the baseline budget review and Pat Robinson confirmed an update would be provided at Financial Monitoring.
- Page 13 – Item 13 – Primary Care Improvement Plan – Councillor Rachael A King referred to the timescale for Phase 2 and asked whether any further information was available. Maureen Firth confirmed this matter had been discussed at the most recent meeting of the Primary Care leads the previous week. It was now thought that Phase 2 would progress to the original timetable, which may well be at the same time as Phase 1, but this had still to be determined by the Scottish Government.
- Page 16 – Item 14 – Primary Care Improvement Plan – Issy Grieve queried how the decision of the Board had been communicated to the Board of NHS Orkney. Sally Shaw confirmed this was by written Direction.

Fiona MacKellar joined the meeting at this point.

5. Progress Update

Sally Shaw had distributed an update paper on various topics, not included on the agenda for this meeting, to enable the Board to seek assurance on progress, actions due and to consider corrective action, where required.

Sally Shaw explained that, following discussion at the last meeting regarding the length of and detail within the Action Log, and after further discussion with the Chair and Vice Chair, it was decided to have a Matters Arising log from each meeting which will cover actions from the previous meeting only, and will be cleared at each meeting.

However, it was also recognised that there were ongoing topics on which the Board should be kept apprised and the Chief Officer would prepare a progress report for those items which would not feature on the agenda for that meeting and that reporting would be by exception.

The paper circulated included updates on the following main topics:

- Strategic Plan Priorities:
 - Develop Community Hubs.
 - Value and Support Unpaid Carers.
 - Mental Health.
 - Support to Children and Young People.

- Improve Primary Care.
- Promote Self Management.
- Revisit Models of Care
- Strategies and Plans Updates:
 - Strategic Commissioning Implementation Plan.
 - Workforce Plan.
 - Primary Care Improvement Plan.
 - Mental Health Strategy.
 - Learning Disability Strategy.
 - Dementia Strategy.
 - Localities Strategy.
 - Joint Strategic Needs Assessment.
 - Medium-Term Financial Plan.
- Workstream Updates:
 - Programme Board Approach.
 - Community Led Support.
 - Tech Enabled Care.
 - IJB Budget.
 - Review of Integration Scheme
 - Carer Representative.
 - Children and Young People Inspection.
- Any Other Competent Business:
 - Charging for Telecare.
 - Hamnavoe House.

Since the report was produced, the following additional updates were now available:

- Mental Health – the Chair of the Blide Trust had contacted the Chief Officer to advise that, although a local strategy was welcomed, they thought the consultation period was tight (consultation was to close on 29 January 2020) and had requested an extension.
- Programme Board Approach – the Programme Board would meet on Thursday (12 December).
- Tech Enabled Care – although financial support of £35,000 had been received (£10,000 sitting with Voluntary Action Orkney and £25,000 with Orkney Health and Care), the Chief Officer had emailed the Scottish Government requesting additional financial support, amounting to £25,000, to employ a “champion” to lead the initiative. A positive response had been received, advising that deliverables would need to be evidenced.
- Review of Integration Scheme – the Chief Officer had recently received her annual appraisal and this action was now one of her objectives.

- Carer Representative – Sandra Deans had intimated that, due to other commitments, she could no longer continue as the Carer Representative on the Board. This vacancy would be advertised shortly.
- Charging for Telecare – the Chief Officer was concerned that the Council did not have a strategic charging policy for social care and social work services. Accordingly, the decision to charge for Telecare services had been deferred to enable a strategic charging policy to be developed, which would be submitted to the Council's Orkney Health and Care Committee in April 2020.

Councillor John Richards advised he liked the new format. With specific reference to the Blide Trust, he asked what length of extension they had requested. Sally Shaw advised that, although the request was only received the previous day, she thought it was a matter of weeks, rather than months.

Councillor Steve Sankey advised that any organisation willing to input into a strategy was to be welcomed but queried how pro-active engagement in the Mental Health Strategy process was, and were key partners, especially the Third Sector, being targeted. Could the Community Led Support approach be replicated, or even target key families. Sally Shaw assured that all avenues were being explored and hence the support for the Blide Trust's request. A small working group would meet to consider all comments received, with a table then produced advising whether or not the points raised would be incorporated into the final strategy document. Lynda Bradford advised that service users had been contacted direct, when the strategy was drafted and suggested they could be contacted again for a follow-up.

David Drever referred to workforce planning and, in particular, the timescale which had drifted, although this was mostly for reasons outwith the Board's control. Regarding engagement with staff, there was the issue of staff working together from different cultures and this should be carefully handled. From the health board's perspective, staff required to be involved and Human Resources should not just present a final workforce plan. Transformational change was required and there should be buy in from the staff.

Sally Shaw advised that this was still in the early stages, with two meetings held to date. Officers were now looking to adapt NHS Orkney's Workforce Plan, as it already captured a significant number of Orkney Health and Care staff. Saying that, the staff group had already been working together for nearly 10 years.

Fiona MacKellar echoed the concerns raised by David Drever. There should be partnership working, involving all staff and trade unions. A draft should be presented to the Joint Staff Forum. She appreciated this workstream was quite challenging, given that the Integration Joint Board was not an employer, therefore terms and conditions could not be part of the discussions. She suggested the timeline was very tight, considering the matter had been in discussion for over a year, and now it was suggested a plan should be in place by March 2020, three months from now, including the festive period.

Sally Shaw advised that she was confident the workforce plan would not be in draft by March 2020 and reminded the Board of the previous Action Log item, whereby the lead had been changed from Human Resources to herself. She was not in a rush, as she wanted to get the process and the plan right.

Fiona MacKellar thanked Sally Shaw for the assurance given and asked that a draft be made available for review by the trade unions and professionals, to enable them to come forward with their opinions.

Issy Grieve referred to the lack of response from the Scottish Government regarding the unapproved Primary Care Improvement Plan. Maureen Firth confirmed that Orkney was not the only Board who took that decision and, with the next phase to include an agreed template, it would be interesting to see the financial risk across Scotland.

David Drever referred to the Programme Board Approach, which would be considered in more detail at the development session to be held later in the day, and queried the timescale for co-ordination. Sally Shaw advised that a meeting would be held the following day, at which membership of the Strategic Planning Group would be considered, and which would serve all three programme boards. David Drever asked that a proposal be submitted to the next meeting and Sally Shaw confirmed this could be done.

Councillor Rachael King thanked members for their comments on the style and content of the progress report which would now be taken forward as part of the agenda for future meetings.

Janice Annal joined the meeting during consideration of this item.

6. Audit Committee

There had been previously circulated the approved Minute of the Meeting of the Audit Committee held on 29 August 2019, to enable the Board to seek assurance on performance.

The Board noted the approved Minute of the Meeting of the Audit Committee held on 29 August 2019.

7. Clinical and Care Governance Committee

There had been previously circulated the draft unapproved Minute of the Meeting of the Clinical and Care Governance Committee held on 9 October 2019, to enable the Board to seek assurance on performance.

Sally Shaw referred to item 05 – 2019/20 Risk Register – Cruise ship impacts on page 3 of the Minute and reminded members of the concerns raised at the previous meeting of the Board. She was content with the narrative in the draft unapproved Minute, together with the way forward, including a paper on the impact to be submitted to a future meeting of the Board of NHS Orkney.

The Board noted the draft unapproved Minute of the Meeting of the Clinical and Care Governance Committee held on 9 October 2019.

8. Chief Officer Groups

Sally Shaw advised that she was planning to attend the national Chief Officer Group meeting on Friday, 13 December. She had also attend the launch of the Statement of Intent, which set out priorities for health and social care and the role that the Chief Officer Group and the IJB Chair and Vice-Chair Group, together with Integration Joint Boards, would play in achieving improvements.

Scott Hunter highlighted key agenda items discussed at the meeting of the Chief Officer Groups of the Adult Protection Committee and the Child Protection Committee held on 6 November 2019, including the following:

- Significant case review.
- Child sexual exploitation.
- Agreement for Orkney to sign up to national data set regarding child protection, which would provide useful information going forward.

9. Winter Plan

There had been previously circulated a report presenting the draft partnership Orkney Winter Plan for 2019 to 2020, for consideration and approval.

Christina Bichan advised that the report sought approval of the winter plan, which aimed to improve resilience by building capacity to absorb additional pressures as a result of winter disruptions, including lessons learned from previous winters. The plan was developed in partnership, including the unscheduled care group. Additional funding, amounting to £46,512, had been allocated by the Scottish Government to support winter plan delivery across Orkney. The plan would be submitted to the NHS Orkney Board meeting on 19 December and any feedback from this meeting would be reported.

Councillor Steve Sankey queried whether there were any changes from last year's plan and referred specifically to the paragraph relating to Brexit. He asked David McArthur if there were any specific issues, as he had heard some concerns regarding pharmaceuticals. David McArthur advised that, although there were always concerns during periods of constitutional change, they were fortunate as they planned on a resilience basis. The matter was taken very seriously, particularly in relation to specialised insulin which was procured from central Europe. Further, regardless of the outcome post-election, reserves were held by central Government and remote and rural health boards were given special consideration, moving to weekly conversations shortly.

Councillor Steve Sankey referred to section 1.6 of the Winter Plan, regarding testing of the plan and queried how well that exercise had gone. Christina Bichan advised that she was unable to attend the multi-agency winter planning meeting in November 2019 and had not yet received feedback from Eddie Graham. However, the plan was reviewed each year to see what had worked well and what had not. Last year, the plan had operated successfully. However, since then, the new hospital build had been completed. There was a strong commitment to work across services, rather than escalation, although that approach may still be appropriate in certain circumstances.

Councillor Steve Sankey referred to section 5.3 of the Winter Plan, relating to staff absence and the continued decline in the uptake of the 'flu vaccine amongst frontline and administrative staff. David McArthur agreed that the uptake the previous year was poor. Although he did not have the figures for this year, the approach had changed, in that a roving vaccination team had operated, rather than staff being expected to attend clinics. Sally Shaw also advised that, with an ageing staff population, together with a number of long term health conditions, staff members may take up the 'flu vaccination through their own GP, rather than through the dedicated staff clinics. Fiona McKellar advised that previously it was not convenient for clinicians to leave their daily role to attend clinics. However, with the design of the new building, together with the roving vaccination team, this had resulted in easier access by clinicians at times which suited them better.

Frances Troup referred to section 2.3 of the Winter Plan, relating to managing discharges and transfer from mainland hospitals. She again asked that reference be made to Housing Services and the role they could play in relation to discharges, particularly when a patient's home was no longer suitable for their needs when discharged. Christine Bichan confirmed this would be included.

Subject to the inclusion of reference to Housing Services in relation to hospital discharge, the Board **resolved** that the Orkney Winter Plan 2019/20, attached as Appendix 1 to the report circulated, be approved.

10. Financial Monitoring

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

Pat Robinson referred to the budget baseline review which had proved more work than first anticipated. A meeting with both partner Chief Executives was scheduled for later that day and further information would be circulated in due course. Within the Council's financial regulations, budget holders had authority to vire money between budget areas. The Chief Officer had instructed that no virements be processed, and that baseline budgets be returned to their original levels, in order that a better understanding of spend and service pressures could be gained. Budget virements did not operate within NHS Orkney's financial processes.

Returning to the paper circulated, Pat Robinson advised that there were still some profiling issues within budget areas. The table at section 5.1 of the covering report showed the current financial position as at 31 October 2019 and the forecast year end position, based on current activity and expenditure and including anticipated future commitments to 31 March 2020. Section 5.4 of the covering report provided more detail on the significant budget variances.

Janice Annal referred to the predicted underspend position of £270,000 and asked for an explanation. Should the underspend relate to vacancies, once those were filled, would that reduce or remove the underspend? Sally Shaw advised that, from experience, it was highly unlikely that all vacancies would be filled, given the supply issue. One priority within the Strategic Plan was to review all service models as there would be insufficient workforce to deliver services as currently organised. All vacancies were reviewed and the impact assessed, including investment in the Third Sector to fill any gaps.

Pat Robinson also advised that, as extra agency staff were required within the Child and Adolescent Mental Health service, those costs may well affect the forecast underspend position reported as at 31 October 2019.

Councillor Steve Sankey referred to the underspend within Mental Health services and the impact agency staff would have, noting the real problem in an inability to recruit to vacancies. Regarding Home Care, the overspend position had been discussed for years and should a special case be made to the Scottish Government regarding the impact of self-directed support locally.

Sally Shaw confirmed that representations were being made to the Scottish Government, however this was based on working myths rather than fact. The main effect of self-directed support was found on the mainland. Orkney should take pride in the very low level of delayed discharges which was, in part, due to the Care at Home service. Care home capacity was also being reviewed, in that one wing at Hamnavoe House would not be opened immediately, as well as the proposed 60-bed capacity for the proposed new facility in Kirkwall. An internal review of self-directed support, particularly the Care at Home service, was ongoing as she believed there were efficiencies to be had if there was a proper framework.

Councillor John Richards continued on the Care at Home service and asked, if the need for the service was identified but the reason it could not be provided was not financial resource but staff, what would happen. Again, there were difficulties in recruiting. Sally Shaw advised that needs could be met in other ways, such as an Alexa device, whereby clients could be prompted to do something, rather than someone coming into their home to do it for them, thereby allowing staff to focus on those clients with the highest risk. Lynda Bradford provided assurance that, when someone required a package of care, this was often provided through a combination of Care at Home, Third Sector and the First Responder team.

The Board noted the financial position of Orkney Health and Care, as at 31 October 2019, as follows:

- A current overspend of £28,000.
- A forecast underspend position as at 31 March 2020, of £270,000, based on current activity and spending patterns.

11. Risk Register

There had been previously circulated, a report presenting a refreshed Risk Register, for consideration, scrutiny and approval.

Pat Robinson reminded members of the discussion at the development session held on 31 July 2019, whereby it was agreed that it would be beneficial for both partners to provide quarterly reports to the Board, including performance, risk and finance updates. It was also agreed that the current risk register be updated and include additional risks. The risk register circulated now included risks relating to Directions and the Primary Care Improvement Plan.

Councillor Steve Sankey queried how fluid the risk register was and whether it would be updated quarterly. If it was to be fluid, should risk 4 relating to finance, be amended to Amber, given the forecast underspend reported earlier.

Pat Robinson advised that she was happy to take advice from the Board, but suggested that quarterly reporting would be appropriate. Sally Shaw advised that, as the Board had not approved its budget, risk 4 should remain at red meantime.

Councillor Rachael King referred to the Risk Quantification Criteria on page 9 and suggested that the descriptor for Likelihood at Rare be amended from “Can’t believe this event would happen” to “Highly unlikely this event would happen”.

The Board noted:

11.1. The discussions held with regard to the Risk Register.

The Board **resolved:**

11.2. That the updated Risk Register for the Integration Joint Board, attached as Appendix 1 to the report circulated, be approved, subject to the descriptor for Likelihood at Rare being amended from “Can’t believe this event would happen” to “Highly unlikely this event would happen”.

12. Alcohol and Drug Partnership

There had been previously circulated a report presenting the Orkney Alcohol and Drug Partnership’s Annual Report for the period 2018 to 2019, for discussion and noting.

Katie Spence introduced the ADP Annual report which had been submitted to the Scottish Government at the end of September. The first section detailed the financial framework, section 2 reported progress against Scottish Government priorities, with the final section setting out the formal arrangements for partnership working. No concerns had been raised from the Scottish Government, although feedback from the ADP to the Scottish Government had not yet been received to finalise the report.

Councillor John Richards advised that an elected member of the Council was a member of the ADP. He queried how frequently it met, as there had been issues with meetings being inquorate. Sally Shaw confirmed the ADP met frequently, although the last two meetings had been inquorate. Consequently officers were now reviewing various groups to see if there was common membership and to determine whether a more streamlined approach be adopted. Issy Grieve advised she was a member of the ADP and confirmed that, in her opinion, the group performed very well and met all its objectives. As the quorum for a meeting was quite high, the group was looking to address that, to enable meetings to proceed.

Councillor Steve Sankey referred to the sharp decrease in the percentage of anonymous referrals within the Drugs and Alcohol Waiting Times Database. Katie Spence advised this was to be welcomed, with the high rates previously as a result of no explanation provided within the database.

Councillor Steve Sankey referred to the number of drugs related deaths increasing from one in 2017/18 to four in 2018/19 and reference to “social intelligence” which hinted at a less than joined up approach.

Katie Spence confirmed that, of the four deaths, only one was drugs related, with the other three suicides, which had been reviewed following positive toxicology reports. However, she agreed it could have been worded more clearly. Sally Shaw offered assurance that they had reviewed learning from suicides and all drug related deaths through the Chief Officer Group.

Councillor Steve Sankey referred to the section on partnership working and was surprised that there was no reference to the Orkney Drugs Dog. Katie Spence advised that the ADP commissioned a number of services, including the Orkney Drugs Dog, and there were limitations on how much information could be contained within the template. She advised that the ADP had discussed whether a separate annual report be produced for the public, although this might result in duplication. Councillor Rachael King thought it would be useful to have a more user friendly document, and suggested the covering report could be expanded to contain more local information, in order to provide a fuller picture.

The Board noted the contents of the report.

13. Climate Change Duties

There had been previously circulated a report presenting the Board's annual report on compliance with its climate change duties, for noting.

Lynda Bradford presented the annual report on the Board's compliance with climate change duties, which the Board, as a significant public body, was required to submit. The report consisted of a standard template, with the majority of the detail being a "nil" return and referring to both the Council and NHS Orkney's annual reports.

Councillor Steve Sankey made the same point as last year, namely, what was the point of this report. However, he would like to see NHS Orkney's climate change report, given the new hospital build and what effect that had had since the previous year. He suggested that the IJB report be abandoned and both partners' reports should be submitted to the Board instead. Kay McKerrall reminded the Board that it was a statutory requirement, therefore Councillor Sankey suggested that the Chief Officer and/or the Chief Executives of both partners advise the Scottish Government of the significant waste of both time and resources required by integration authorities to complete and submit the annual return. Councillor Rachael King agreed with Councillor Sankey's comments, including that the template was completely illegible, when printed out.

Janice Annal queried whether anyone had carried out a carbon audit on the production of the report. Councillor Rachael King asked that feedback be sought from the Scottish Government, through the Chief Officer, on the worth and/or requirement for integration authorities to complete and return the report, the deep concerns of this Board on the amount of officer time to complete the report and Janice Annal's comment regarding the carbon footprint. Councillor John Richards suggested these matters should also be raised at Chairs' meetings.

The Board noted the contents of the annual report, attached as Appendix 1 to the report circulated.

14. Orkney Community Justice Partnership

There had been previously circulated a report presenting the Orkney Community Justice Partnership's annual report for 2018 to 2019 showing progress against key national indicators, for discussion and noting.

Scott Hunter presented the annual return which highlighted several positive developments, including:

- The work to make justice services more visible to the Orkney public and the thanks from those communities in receipt of a service as to the impact of this.
- The ongoing impact and co-ordination of MAPPA (Multi Agency Public Protection Arrangements) responses and in particular the communication that exists between services to manage risk between meetings.
- In terms of work to reduce further offending the service continued to support those subject to orders to attend, where appropriate, further training and education, physical and mental health appointments as well as counselling on a range of issues.

Priority areas of focus and challenges facing justice services on Orkney included the following:

- Domestic abuse, the provision of forensic mental health services and ongoing dialogue with the Scottish Prison Service in relation to the planning of the release of Orkney residents from prison.
- Pressures across the system of increased demand, the impact of publicity on both victims and those appearing in court and accessibility of services on the non-linked isles.

Both Frances Troup and Councillor Steve Sankey commented on the positive report. Councillor Sankey referred to the format of the report and trying to extract information, and queried whether there was a way of reporting to make the public aware of statistics on domestic abuse, alcohol interventions etc. Sharon-Ann Paget agreed with the comments made, particularly the difficulty in extracting information. However, the report was required to be on a standard template. There were other forums where domestic abuse and alcohol issues were discussed and she suggested there could be a more user friendly document produced.

Sally Shaw reminded the Board that officers were currently reviewing membership of all the various groups and how they could come together to discuss areas of mutual concern. Annual reports should refer to other groups' annual reports in order that the Orkney "message" was presented to the Scottish Government.

Councillor Rachael King concluded that it was a very good report, particularly the visuals and the thank you letters from the public which had been shared in the media and gave a sense of partnership working.

The Board noted:

14.1. The annual report and performance therein, attached as Appendix 1 to the report circulated.

14.2. The impact of justice services on improving outcomes for those subject to court disposals locally.

14.3. The current national policy drivers in relation to short term custodial sentences and the impact this would have on Orkney justice services.

15. Learning Disability Strategy

There had been previously circulated a report, together with an Equality Impact Assessment, presenting the final revised Learning Disability Strategy for 2020 to 2025, for consideration and approval.

Lynda Bradford reminded the Board that the revised Strategy was presented to the previous meeting for approval. However, because of proposed further amendments, approval was deferred. Consequently, the revised draft now circulated included amendments relating to data, public health, transition and a better link to the Strategic Plan. A further two weeks following the last meeting had been offered for further comment. Nothing further had been received, therefore the document was now presented for approval.

David McArthur commended the work done to date and he was very supportive of the strategy. He was also working with Lynda Bradford to progress the action plan. Councillor John Richards also commented on the document, which was very readable and comprehensive, which was echoed by Councillor Steve Sankey.

The Board noted:

15.1. Work to date on the Orkney Learning Disability Strategy.

15.2. The final draft Learning Disability Strategy, attached as Appendix 1 to the report circulated, which was the subject of public consultation and amendment, following consideration at the meeting of the Board held on 2 October 2019.

15.3. That further work on the associated action plan would be developed in the coming months.

The Board resolved:

15.4. That the Learning Disability Strategy 2020 to 2025, attached as Appendix 1 to the report circulated, be approved, noting that further work on the action plan will be undertaken.

16. Ministerial Strategic Group – Self-Evaluation

There had been previously circulated a report advising of progress to date and seeking agreement on priorities for further development of action planning in respect of the Ministerial Strategic Group's proposals, for consideration and approval.

Sally Shaw advised that an Action Plan was being developed following completion of the self-evaluation. Referring to the two appendices attached to the report circulated, the first one was the draft plan submitted to the Scottish Government in July 2019. The second appendix took all the proposals from the MSG review and ordered them in timescale. For reasons previously highlighted, Orkney was quite far behind.

Appendix 2 also highlighted where the original assessment of progress had been revised. Work required to deal with the MSG requirements was cross-partner, with the MSG having its own timescales, however the Board should be aware of what was achievable locally.

Janice Annal referred to financial planning and timeous agreement of delegated budgets; however there remained an ongoing issue of the different timescales which, in turn, caused difficulties for the Board in approving its budget. She queried whether workable processes could be established for setting budgets. Sally Shaw advised that all partners were striving to achieve that outcome, however the MSG was making assumptions that partners knew their financial settlements. The MSG would be advised which actions were within the Board's gift and which were priorities. Things worked well in Orkney compared to other areas. Baseline budgeting was the most important issue for the Chief Officer at this time.

Fiona MacKellar referred to the proposed Improvement Action in Appendix 1 whereby it stated the approach was to enable staff to recognise the "permission they have to do the right thing" and referred to the clinical workforce who do the right thing by looking at the evidence, therefore the Board should reflect what that statement meant. Sally Shaw advised that the "draft" watermark had been removed from the document and Fiona MacKellar was correct in that certain terms meant different things to different people. With specific reference to freeing staff to do the right thing, examples should be provided.

Councillor Steve Sankey referred to one of the proposed improvement actions in Appendix 1 relating to financial planning and the hope that NHS and local government could move to three year budgeting. Given the current political situation, there was little chance of that happening in the short term. He then referred to financial reserves and queried whether the policy should be reviewed this year, given that the Board now had reserves. Sally Shaw confirmed that the Board did not hold reserves; rather there was ring-fenced funding for two specific elements. Pat Robinson advised that the Board did have a Reserves Policy. If the Board had non-earmarked reserves, the Board required a policy to say how those reserves could be spent.

The Board noted:

16.1. The contents of the report and appendices outlining progress to date with the MSG recommendations and actions arising from the self-evaluation.

The Board resolved:

16.2. That the Chief Officer take the report to both Senior Management Teams in Orkney Islands Council and NHS Orkney in order to obtain full support to develop the action plan by identifying a cross organisational group(s) to ensure the pace of integration was accelerated.

17. Data Protection Legislation

There had been previously circulated a report summarising steps taken to ensure compliance with Data Protection legislation, for consideration and noting.

George Vickers presented the report which provided assurance that the Board was complying with data protection legislation, by highlighting the various action which had been taken.

The Board noted the following actions which had been taken to comply with the law:

- The Integration Joint Board was registered with the Information Commissioner's Office as a Data Controller.
- The Integration Joint Board had appointed Gavin Mitchell, the Council's Head of Legal Services, as Data Protection Officer
- The Integration Joint Board had adopted the Council's Data Protection Policy,
- All staff who had access to Integration Joint Board records were required to complete Data Protection training every year.

18. Directions

There had been previously circulated a report setting out proposals on how the Board should structure and issue Directions to ensure implementation of its strategic intent and to give a framework for performance reporting from both Orkney Islands Council and NHS Orkney, for consideration and approval.

Sally Shaw advised that, although guidance on Directions was expected and was issued from the Scottish Government in 2018, this was quickly retracted. To date, no further guidance had been forthcoming, although the Scottish Government had provided reassurance that no significant changes were proposed, therefore that assumption was being used to progress matters.

Sally Shaw reminded the Board that Directions required to be issued to both the Council and NHS Orkney. Regarding finance, should an overspend be forecast on either of the operational budgets, a recovery plan was required. Directions had been issued to the Council and NHS Orkney in the past, in the form of a written letter.

As detailed in section 3 of the report circulated, a facilitated session would be beneficial to enable the Board to better understand Directions and how they were framed, tracked and reviewed.

Issy Grieve welcomed the proposals, including the assurance on reporting, recording and tracking.

David Drever asked how issuing of Directions had gone previously. Sally Shaw advised it was difficult to answer, as she had only issued one from the previous meeting in relation to the Primary Care Improvement Plan. Trying to find previous information was proving difficult. Speaking to the Chief Executive of NHS Orkney, it was suggested there was a need to report back to the Board in her role as Executive Director, Orkney Health and Care, and not as Chief Officer of the Integration Joint Board.

Like Issy Grieve, Councillor Steve Sankey welcomed the approach as the issuing of Directions appeared very confusing if, in fact, any had been issued and why. He suggested that the Guidance should be for all functions and, although there might be a duplication in bureaucracy, it would be entirely clear what was expected of the partners.

Sally Shaw referred to section 3.6 of the report whereby the ideal opportunity existed with the review of the Integration Scheme and new approaches, including Community Led Support, Tech Enabled care and potential lesser provision from partners.

The Board noted:

18.1. The contents of the report regarding Directions.

The Board resolved:

18.2. That a review of how the Board currently structured and issued its Directions be approved, as follows:

- A facilitated session be arranged to consider Directions more fully.
- A Directions template be designed.
- A Directions Tracker be developed.
- All Directions be refreshed in line with the review of the Integration Scheme, which required to be revised and updated by July 2020.
- The Chief Officer provide the Board with an annual report on monitoring of Directions.

19. Date and Time of Next Meeting

It was agreed that the next meeting be held on Wednesday, 25 March 2020, at 09:30, in the Council Chamber, Council Offices, Kirkwall.

Councillor Rachael King advised the Board that this would be the last meeting for two members, namely Scott Hunter and Sandra Deans. She extended her thanks to Scott for presenting reports and the compassion he had shared. On behalf of the Board, she also thanked Sandra for taking on the role of carers' representative and the incredible value of her input.

20. Conclusion of Meeting

There being no further business, the Chair declared the meeting concluded at 11:55.