



INTEGRATION JOINT BOARD

Date of Meeting	8 September 2020
Report Title	Board Development and Governance Contingency Plan
Report Number	HSCP.20.032
Lead Officer	<i>Sandra Macleod</i>
Report Author Details	<i>Sandra Macleod Chief Officer samacleod@aberdeencity.gov.uk</i>
Consultation Checklist Completed	Yes
Directions Required	No
Appendices	Board Development Plan

1. Purpose of the Report

- 1.1. The purpose of the report is to provide the Integrated Joint Board (IJB) with a Development Plan for Members of the Board and an outline of proposals to be taken to ensure the continuity of Board governance matters if there is a requirement to revert to earlier Phases of the Scottish Government's Route Map for Covid-19.

2. Recommendations

- 2.1. It is recommended that the Integration Joint Board:

- (a) Approve the outline Development Plan for IJB Board Members as appended to this report; and
- (b) Approve the proposals to ensure continuity of governance matters if there is a requirement to revert to earlier Phases of the Scottish Government's Route Map for Covid-19, as detailed in the report.



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3. Summary of Key Information

Development Plan for IJB Board Members

- 3.1. IJB Board Members have been considering their own development since the Board was first established. Information gleaned by the work of Martha Simpson through Harvey McMillan and supplemented by the output from the last informal IJB Workshop on 9 June, 2020 and the informal catch up of Board members on 16th of June have helped shape the draft proposals contained in the Appendix to this report.
- 3.2. From the sessions in June, some of the main areas that Board members have identified were:
- Get an understanding of what's happened in the Covid response phase and 'take stock'
 - Be mindful of the impact on staff wellbeing and resilience after response
 - Being impressed at the flexibility shown in the Covid response
 - Get an understanding of which changes were necessitated by response and are effective and should be kept
 - A level of confusion about the purpose of informal sessions
 - Concern that the Board is not allowing meaningful engagement on decisions
 - The volume of Board papers and the length of meetings
 - Unclear about how they get strategic assurance without detailed operational information
- 3.3. Looking back at the information gathered at the start of the Board development exercise, many of these issues were raised then too. Themes about challenging supportively, being braver and the difference between strategic and operational scrutiny came through strongly then too.
- 3.4. Based on the above, key areas for development that have been outlined by Board Members include Masterclasses on the following:
- Conversational Intelligence
 - Handling difficult conversations and conflict
 - Clarifying the boundary between strategic and operational



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- 3.5. Looking ahead Martha Simpson and her team will assist in the development of an 'effective performance framework' for the IJB which will assist the IJB in maintaining good practice once the work with Harvey Macmillan is complete.
- 3.6. It is proposed that except for the individual coaching, which is still continuing, the Board will resume development sessions with Martha and her team from November 2020 onwards.
- 3.7. This will focus initially on delivering online conversational intelligence over 4 sessions, each of 1.5-hour duration in November. Martha Simpson will liaise with Aberdeen City Council's Committee Team regarding finding suitable dates for these.

Board Governance Continuity

- 3.8. The IJB at its meeting on 24th March, 2020 considered a report from the Chief Officer - Governance, Aberdeen City Council which outlined required changes to the Board's Standing Orders to enable virtual meetings of the Board and remote attendance of Board members. The Board agreed changes to the Standing Orders and that the Boards' Committees be cancelled and that matters of business of strategic importance (as referenced in the Board's Business Planner) should be arranged in discussion with the respective Chief Officer/Chief Financial Officer and the respective Chairs and progressed via a Board meeting.
- 3.9. The Scottish Government in May published their Route Map for moving out of Lockdown, and in order to ensure continuity of governance matters if there is a requirement to revert to earlier Phases of the Route Map, it is proposed that the following proposals be implemented by the IJB:
 - 3.9.1. Greater use of Microsoft Teams - virtual meetings of Board and Committees - keeping in mind the wellbeing of Board members and staff who support the meetings. It is proposed that virtual meetings



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of the Board and its Committees will continue for the foreseeable future.

- 3.9.2. Information Bulletins - production of bulletins to keep IJB members informed i.e. weekly update as an example. Key is to maintain information flow with Members.
- 3.9.3. Board Reports - ensuring that only matters of business of strategic importance (as referenced in the Board's Business Planner) will be submitted to the Board and its committees. A reduction in agenda items will allow Members increased opportunity to scrutinise the more important/urgent reports.
- 3.9.4. As we move through the phases of the Routemap and learn to "live with Covid" it is proposed that we retain the IJB's governance arrangements as is and avoid action like stopping the Committees of the Board if possible. If there is a need to stop the Committees then it is proposed to retain meetings of the IJB and that the Board fulfil the remits of the Committees.

4. Implications for IJB

- 4.1. **Equalities** – there are no implications in relation to our duty under the Equalities Act 2010
- 4.2. **Fairer Scotland Duty** - there are no implications in relation to the Fairer Scotland Duty
- 4.3. **Financial** – there are no immediate financial implications arising from this report.
- 4.4. **Workforce** – there are no immediate workforce implications arising from this report.
- 4.5. **Legal** – there are no immediate legal implications arising from this report
- 4.6. **Other**- there are no other immediate implications arising from this report.



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5. Links to ACHSCP Strategic Plan

- 5.1. The Board development plan is linked to the overall delivery of the Strategic Plan.

6. Management of Risk

6.1. Identified risks

There is a risk that if the Board do not approve a development plan then their role in challenging supportively and scrutinising the Chief Officer and Leadership Team at a strategic level could be diminished.

6.2. Link to risks on strategic or operational risk register:

The main issues in this report directly link to the following Risks on the Strategic Risk Register:

5-There is a risk that the IJB, and the services that it directs and has operational oversight of, fail to meet both performance standards/outcomes as set by regulatory bodies and those locally-determined performance standards as set by the board itself. This may result in harm or risk of harm to people.

6-There is a risk of reputational damage to the IJB and its partner organisations resulting from complexity of function, delegation and delivery of services across health and social care.



7- Failure to deliver transformation at a pace or scale required by the demographic and financial pressures in the system.



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6.3. How might the content of this report impact or mitigate these risks:

This report details the mitigating action being taken to manage these risks. The Board's development plan (once approved and implemented) will help the members of the IJB to challenge supportively and scrutinise the Chief Officer and the Leadership Team at a strategic level.

Approvals	
	Sandra Macleod (Chief Officer)
	Alex Stephen (Chief Finance Officer)