



INTEGRATION JOINT BOARD

Date of Meeting	27 January 2021
Report Title	IJB Scheme of Governance - Annual Review
Report Number	HSCP.21.007
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Consultation Checklist Completed	Yes
Directions Required	No
Appendices	Appendix A: Revised Risk, Audit and Performance Committee Terms of Reference Appendix B: Revised Clinical and Care Governance Committee Terms of Reference Appendix C: Revised Standing Orders Appendix D: Revised Roles and Responsibilities Protocol

1. Purpose of the Report

- 1.1. To note and approve the revised Aberdeen City Health and Social Care Integration Joint Board's Scheme of Governance comprising the documents attached at the Appendices to this report, which have been amended as part of the annual review.

2. Recommendations

- 2.1. It is recommended that the Integration Joint Board:
- Approve the revised Risk, Audit and Performance Committee Terms of Reference, as outlined in Appendix A.



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- b. Approve the revised Clinical and Care Governance Committee Terms of Reference, as outlined in Appendix B.
- c. Approve the revised Standing Orders, as outlined in Appendix C.
- d. Approve the revised Roles and Responsibilities Protocol, as outlined in Appendix D.
- f. Note that Aberdeen City Council is currently reviewing its Scheme of Governance. A report on this will be submitted to Council in March 2021. Any changes will be evaluated in so far as any impact on the business of the ACHSCP or the IJB and its sub-committees. and the Chief Officer will bring an update to the IJB meeting immediately following the March 2021 Council meeting.

3. Summary of Key Information

Background

- 3.1 The IJB's Scheme of Governance has been reviewed as part of the annual review of the governance documents of the IJB. The Scheme of Governance documents were last reviewed in 2019.
- 3.2 Due to Covid-19, this year's review was conducted virtually. The IJB Chief Officer, IJB Chief Finance Officer, along with people from the Aberdeen City Health and Social Care Partnership (ACHSCP), Aberdeen City Council (ACC) and NHS Grampian (NHSG); as well as the Chair and Vice Chairs of the IJB and its sub-committees were consulted as part of the review.
- 3.3 These individuals carried out an initial review and made a number of formatting, clarification and substantive changes to the Scheme of Governance documents.

Roles and Responsibilities Protocol

- 3.4 The Roles and Responsibilities Protocol outlined in Appendix E sets out the delegations from the Partners to the IJB. It also clarifies the remit and responsibilities of the Chief Officer, Chief Finance Officer and Clinical Director. Minor changes have been made to the style and formatting of the Protocol. Section 1.1 of the document has been updated to reflect the date of when the Protocol will be approved - no further changes were made.

Terms of Reference



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3.5 The proposed changes to the terms of reference documents outlined in Appendix A and B have been made to ensure that the Committees remain robust and reflect how they operate in practice. The major changes to the terms of reference are as follows:

3.5.1 Sections 9 (5) and (6) of the Risk, Audit and Performance Committee Terms of Reference have been updated in order to remove repetitive wording and provide clarity.

3.5.2 Similarly, the Clinical and Care Governance Committee Terms of Reference have also been amended in order to remove repetitive wording and provide clarity. These changes are highlighted in sections 6 (3), 7 (2) and 10 (2) of the appended document.

IJB's Standing Orders

3.6 The IJB's Standing Orders set out how the IJB operates and how decisions are made. The proposed changes to the Standing Orders are outlined in Appendix C.

Changes to Standing Order 11 - Remote Meetings

3.6.1 The major change to this document can be found in Standing Order 11 (SO11). On 24 March 2020, the IJB agreed to add a new temporary SO11 which is designed to streamline the IJB's decision-making structure in light of the Covid-19 pandemic, as well as UK and Scottish Government advice for people to restrict social contact. The IJB also instructed the Chief Officer to ensure that during the annual review of the IJB's Scheme of Governance the temporary SO11 is permanently incorporated into the IJB's Standing Order.

3.6.2 SO15(6) provides for a member participating remotely in a meeting of the IJB. The new SO11 goes further and supersedes SO15(6) by providing more clarity on how remote attendance can be managed. Members are asked to agree to remove SO16(6).

Changes to Standing Order 25 – Committees

3.6.3 Standing Order 25 (2) states that "*The IJB must appoint the Chair of each committee it establishes for an appointing period not exceeding two years.*" It is proposed that the Standing Order be amended to allow the term of office for the Chair and Vice Chair of RAP and CCG to be extended for a further year – allowing them to sit in office for a period not exceeding three years.



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3.6.4 Changes to Standing Order 29 – *Deputations*

In order to provide clarity in relation to the decision-making process for deputations, minor changes have been made to Standing Order 29 (1), (5), (6) and (8).

- 3.7 It should be noted that Aberdeen City Council is currently reviewing its Scheme of Governance. A report on this will be submitted to Council in March 2021. Council Officers will evaluate these changes and inform the IJB of any changes that will impact the business of the ACHSCP or the IJB and its sub-committees. This update will be brought to the IJB meeting immediately following the March 2020 Council meeting.

4 Implications for IJB

- 4.1 **Equalities** – there are no equalities implications arising from this report.
- 4.2 **Fairer Scotland Duty** – there are no Fairer Scotland Duty implications arising from this report.
- 4.3 **Financial** – the financial implications are contained throughout the report.
- 4.4 **Workforce** – there are no workforce implications arising from this report.
- 4.5 **Legal** – there are no legal implications arising from this report.
- 4.7 **Other** – there are no other implications arising from this report.

5 Links to ACHSCP Strategic Plan

- 5.1 Ensuring that the Committee Members are fully equipped to undertake their duties and that the Committees are functioning effectively and fulfilling their duties will help ensure that the IJB achieves the strategic priorities as set out in the strategic plan.



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6 Management of Risk

6.2 Identified risks(s)

Good governance and ensuring that the IJB's Committees are delivering on their duties is fundamental to the delivery of the strategic plan and therefore applicable to most of the risks within the strategic risk register.

6.3 Link to risks on strategic or operational risk register:

Risk numbers 1-10 of the strategic risk register.

Risk Summary:

1	There is a risk that there is insufficient capacity in the market (or appropriate infrastructure in-house) to fulfil the IJB's duties as outlined in the integration scheme. This includes commissioned services and general medical services.	High
2	There is a risk of financial failure, that demand outstrips budget and IJB cannot deliver on priorities, statutory work, and projects an overspend.	High
3	There is a risk that the outcomes expected from hosted services are not delivered and that the IJB does not identify non-performance in through its systems. This risk relates to services that Aberdeen IJB hosts on behalf of Moray and Aberdeenshire, and those hosted by those IJBs and delivered on behalf of Aberdeen City.	High
4	There is a risk that relationship arrangements between the IJB and its partner organisations (Aberdeen City Council & NHS Grampian) are not managed to maximise the full potentials of integrated & collaborative working. This risk covers the arrangements between partner organisations in areas such as governance; corporate service; and performance.	Medium
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.	Medium
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	Medium
7	Failure to deliver transformation at a pace or scale required by the demographic and financial pressures in the system	High
8	There is a risk that the IJB does not maximise the opportunities offered by locality working	High
9	There is a risk of failure to recruit and that workforce planning across the Partnership is not sophisticated enough to maintain future service deliver	High
10	There is a risk that ACHSCP is not sufficiently prepared to deal with the impacts of Brexit on areas of our business, including affecting the available workforce and supply chain.	

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

The regular review [of the Scheme of Governance](#) aims to maintain the integrity of the IJB's governance system and as such will help to mitigate these risks.

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