



INTEGRATION JOINT BOARD

Date of Meeting	1 July 2025
Report Title	Scheme of Governance Review 2025
Report Number	HSCP.25.056
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Consultation Checklist Completed	Yes
Directions Required	No
Exempt	No
Appendices	a. Standing Orders b. Proposed Standing Orders c. Roles and Responsibilities Protocol d. Terms of Reference for the Appointments Panel Committee e. Table of change to the Scheme of Governance f. IIA- Proportionality and Relevance Assessment.
Terms of Reference	5) The approval or amendment of the Scheme of Governance.

1. Purpose of the Report

1. The purpose of this report is to present the revised Scheme of Governance to the IJB for consideration and approval.

2. Recommendations



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2.1. It is recommended that the Integration Joint Board:

- a) Considers and approves the revised Roles and Responsibilities Protocol (as attached at Appendix C);
- b) Notes that there are no changes to the IJB Carers and Service User Representatives Expenses Policy;
- c) Notes there are no changes to the Code of Conduct;
- d) Agrees to the establishment of the Appointment Panel Committee and notes that it will only meet when there is business to determine,
- e) Agrees the Terms of Reference for the Appointments Panel attached at Appendix C;
- f) Considers and approves the revised Standing Orders for the IJB (as attached at Appendix A);
- g) Agrees that the Chief Officer shall, where necessary, make arrangements to secure interim cover for the Chief Finance Officer role;
- h) Instructs the Chief Officer to upload the revised documents, as approved, to the Aberdeen City Health and Social Care Partnership's (ACHSCP) website.

3. Strategic Plan Context

3.1. This report links to the Strategic Plan by setting out the governance framework in place for the IJB and its committees to monitor the implementation and progress of the Strategic Plan.

4. Summary of Key Information

The 'Scheme of Governance' is the name given to the suite of documents which set out how the IJB will operate and do business. The Scheme of Governance is comprised of the Standing Orders, Terms of Reference, Roles and Responsibilities Protocol, Carers Expenses Policy, and Code of Conduct. The Scheme of Governance is reviewed on an annual basis, with any changes being presented to the IJB for approval. The IJB last approved changes to the Scheme of Governance in July 2024.

The proposed changes made to the Scheme of Governance have been as a consultative review with the Chair and Vice Chair of the IJB, the Chief Officer and



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Clerk to the IJB. The rationale for these changes are set out in more detail below. For ease of reference there is also a summary document attached at Appendix D which lists the changes in an easy-to-read format.

Members should be aware that the Terms of Reference for the Clinical and Care Governance and Risk Audit and Performance Committees will be reviewed after the Aberdeen City Health and Social Care Partnership (ACHSCP) have completed a large scale review of the governance and assurance structures for all services delegated to the IJB. The aim of this review is to identify the reporting lines both operationally and strategically with a view to streamlining what is reported, why and to which forum. It is likely that this will result in more focussed reporting to the IJB and its committees on matters which are the remit of the IJB. Further, the review will incorporate any actions deemed appropriate as a result of the Care Inspectorate's Review of Social Work Governance and assurance across Scotland. The IJB review is underway with most first returns being submitted for each ACSHCP Senior Leadership Team area. The aim is to bring the revised Terms of Reference to the IJB before the end of the year.

Integration Scheme

The Integration Scheme (IS) is the legal document through which Aberdeen City Council and NHS Grampian (the Partner organisations) delegate functions to the IJB. The Public Bodies (Joint Working) (Scotland) Act 2014 makes it clear that the Integration Scheme is a document prepared and approved by the partner organisations, rather than by the IJB itself.

The IS was last reviewed by the Partner organisations in 2023 and approved by the Scottish Ministers in September 2024. No further changes have been made.

Standing Orders

The IJB's Standing Orders regulate the manner in which meetings of the IJB and its committees are managed. This includes the manner in which meetings are called, speaking at meetings and voting.

The IJB's Standing Orders have been amended to improve the clarity of the Standing Orders. Members will see that content of the Standing Orders are largely statutory in nature and where this is the case the relevant Standing Order has been marked with a "(s)". All other Standing Orders are designated as non-statutory. This means the IJB has scope to amend or alter these Standing Orders as it deems appropriate.



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These suggested changes are highlighted in the revised version at Appendix A. The most significant changes are:

- Simplifying the process in the event of an equality of votes. Members should note that whilst the Public Bodies (Joint Working) (Integration Joint Boards) (Scotland) Order 2014 requires the IJB to vote by a majority and have a mechanism for dispute resolution, the process of how to vote and manage disputes is a matter for the IJB to determine.
- Clarification of timescales for submission of formal proposals to the IJB.
- Additional wording at Standing Order 18.9 to formally note a members' dissention.
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Due to the need to re-write (and simplify) the section on equality of votes, a clean version of the proposed Standing Orders is attached at Appendix B.

Roles and responsibilities Protocol

The Roles and Responsibilities Protocol sets out the high-level duties and responsibilities of senior IJB officers – the Chief Officer, Chief Finance Officer and Medical Lead.

The document has been reviewed and there has been a minor change to the section for the Chief Operating Officer. Otherwise, the Roles and Responsibilities Protocol remains unchanged.

Code of Conduct

The IJB's Code of Conduct sets out the standards of conduct and behaviour expected from all IJB Members. The Code of Conduct was produced by the IJB and subsequently approved by the Scottish Ministers. It is based on the Model Code of Conduct issued by the Scottish Ministers.

The IJB's Code of Conduct has been reviewed by officers and no changes have been identified. The IJB's Code of Conduct remains appropriate and in line with Scottish Government guidance and the Model Code of Conduct. The Code of Conduct was sent out to members in February 2025.

Expenses policy



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The review of the IJB Carers and Service User Reps Expenses Policy will be carried out once all the new members are in post in order to meaningfully engage with carer/service user reps and get their feedback for the review. A report on the review of the IJB Carers and Service User Reps Expenses Policy will be brought to the IJB once the review has been completed.

Appointments Panel

The Aberdeen City Integration Scheme states that the IJB shall appoint its Chief Officer and Chief Finance Officer. In order to discharge this responsibility, the IJB appoints a temporary recruitment committee as and when there is a need to recruit to either of these posts. This requires a report to come to the IJB each time there's a recruitment, whilst ensuring that coincides with the timescales set by the recruitment process. In order to ensure this is more streamlined, the IJB is being asked to formally establish the Appointments Panel Committee, (rather than do this each time a vacancy arises). The Committee will only meet where there is a recruitment and selection process ongoing and will be subject to the Terms of Reference attached at Appendix D to this report and the IJB Standing Orders, where relevant.

In line with previous decisions and due to the seniority and statutory requirements for the Chief Finance Officer role, the IJB is being asked to agree the position that where the post becomes vacant, the Chief Officer shall make arrangements for an Interim Chief Finance Officer should they consider it necessary to do so.

For clarity, the Integration Scheme provides that the Chief Executives of the Council and NHS Grampian may make arrangements for an Interim Chief Officer should they consider it necessary to do so.

Any appointment to the position of Chief Officer/ Chief Finance Officer, whether interim or permanent, shall be reported to the IJB at the next available meeting.

5. Implications for IJB

5.1. Equalities, Fairer Scotland and Health Inequality

The outcome of the test of proportionality and relevance is that the Scheme of Governance has a neutral to indirect positive impact on equalities. Please see the assessment attached at Appendix E for information. The Scheme of Governance is not setting policy, having an impact on service change or delivery but instead provides a framework



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against how the IJB operates and its decisions are made. As such a full impact assessment as it is not required.

5.2. Financial

There are no financial implications arising from the recommendations of this report.

5.3. Workforce

There are no direct workforce implications arising from the recommendations of this report.

5.4. Legal

The Public Bodies (Joint Working) (Integration Joint Board) (Scotland) Order 2014 sets out the requirements on the IJB in respect of its' Standing Orders. The existing (and revised) Scheme of Governance complies with this Order.

5.5. Unpaid Carers

There are no direct impacts on Unpaid Carers arising from this report. As noted above, the Carers Expenses Policy shall be brought before the IJB at a later date, once all Service User and Carers Representatives have been recruited to the IJB, to allow for those representatives to be part of that review.

5.6. Information Governance

There are no direct information governance implications arising from the recommendations within this report.

5.7 Environmental Impacts

There are no direct environmental implications arising from the recommendations of this report.

5.8 Sustainability

There are no impacts on sustainable development arising from this report.



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6. Management of Risk

Risk Appetite Statement

6.1. Identified risks(s)

Regulatory Compliance Risk. The IJB has agreed that it will accept no, or low risk in relation to breaches of regulatory and statutory compliance;

- *The likelihood of occurrence of this type of risk is low.*
- *This is because the Scheme of Governance provides clarity around the governance of the IJB and how it conducts its business and makes decisions. Compliance with the Scheme is monitored by Aberdeen City Council's Legal Services, which in turn mitigates and reduces the risk around IJB governance specifically.*

To this end, the risk score provided against this risk is consistent with the Risk Appetite Statement.

Link to risks on strategic or operational risk register:

Risk Summary 4:

Cause: Performance standards/outcomes are set by national and regulatory bodies and those locally-determined performance standards are set by the board itself.

Event: There is a risk that the IJB, and the services that it directs and has operational oversight of, fails to meet the national, regulatory and local standards.

Consequence: This may result in harm or risk of harm to people.