



INTEGRATION JOINT BOARD

Report Title	Good Governance Institute – Delivery of Action Plan
Lead Officer	Judith Proctor
Report Author	Judith Proctor
Date of Report	18 th May 2016
Date of Meeting	28 th May 2016

1: Purpose of the Report

This paper provides in Appendix 1 the final report from the Good Governance institute in respect of the work they were commissioned to undertake on behalf of the then Shadow Integration Joint Board in Aberdeen.

2: Summary of Key Information

Committee members will recall that the then Shadow Aberdeen City Integration Joint Board for Aberdeen (sIJB) commissioned support from the Good Governance Institute in order to support the sIJB develop its capacity and capability as a developing organisation with significant responsibilities and resources. This commission also recognised the complex legal and accountability framework that the IJB would operate in, and the different expectations and responsibilities on IJB voting members as distinct from those in their 'parent' organisations.

The report provides background to the initial work and an update in relation to the recommendations that had been set out in the mid-year report in November 2015. It demonstrates the range of improvement and progress that the IJB has made over this year in key areas:

- Governance processes and structures;
- Developing Board maturity as evidenced on benchmarking against the maturity matrix;
- Board dynamics and team working toward formal integration
- Board Assurance Frameworks and escalation processes agreed and in place; and



INTEGRATION JOINT BOARD

- Significant progress toward developing its strategy for delivery.

The report sets out the IJB's progress against the planned activity and makes a number of recommendations in relation to future progress and development.

Recommendations are set out throughout the report and these are set out below for ease of reference:

1. GGI recommends that the IJB reassess themselves against the good governance matrix a 6-month intervals to support the Board's ability to test out its effectiveness and maturity, moving to an annual assessment in line with its agreed cycle of business;
2. GGI recommends that ACHSCP closely links the achievement of its strategic priorities with the practical application of its agreed risk appetite statement, revisiting the discussion on appetite for risk as needed;
3. GGI recommends that ACHSCP should continue to engage and communicate with staff, localities and partners about its values, strategy and implementation plans;
4. GGI recommends that the ACHSCP Executive Group review the current status of the IJB's risk escalation and risk assessment processes, and cycle of business to ensure these are appropriately utilised and understood by IJB members and embedded within committee operations, in line with the processes set out in the Assurance and Escalation Framework;
5. GGI recommends that the development of the Clinical and Care Governance Framework and of the broader clinical and care governance of ACHSCP is a key aspect of focus for the organisation in the coming months;
6. GGI recommends that ACHSCP undertake a SIPOC (see report page 16) mapping exercise of its committees in order to support clarity of roles and responsibilities from the outset, as well as supporting the shared understanding of assurance
7. GGI recommends that the progress made in strengthening the Board dynamics is applied to the committees, and in particular that attention is paid to encouraging even contribution from members and the appropriate content and delivery of agenda items;
8. The IJB has discussed principles of engagement and guidelines for Board etiquette. GGI recommends that ACHSCP agree a board etiquette approach that facilitates both trust and challenge;



INTEGRATION JOINT BOARD

9. The GGI recommends that the IJB consider undertaking a distinct Board development programme to assist with the achievement of 7 and 8 above, as well as strengthening both individual members' capability and competency and also effective team interaction;
10. GGI recommends that ACHSCP continue its commitment to shared system-wide learning with partners, and, supported by the knowledge management resources produced to date, considers utilising forums such as the North East Strategic Partnership Group, IJB Chief Officers' Group, and board-to-board meetings with other IJBs to drive forward constructive benchmarking and the sharing of best practice; and
11. GGI recommends that ACHSCP adopt an Integrated Reporting approach to the production of its annual Performance Report.

3: Equalities, Financial, Workforce and Other Implications

The work undertaken with the GGI supports the IJB in establishing robust processes and procedures for ensuring sound financial and workforce planning alongside appropriate risk management and escalation processes to ensure issues are dealt with at the right level in the organisation.

This report has no impact on equalities however the IJB is required to have sound governance around its equalities duties and this is supported by it being a robust and capable public sector organisation.

4: Recommendations

The Integration Joint Board is asked to:

1. Discuss the first draft GGI report in regard to the development of the IJB and its Committees up to, and over the go live period;
2. Consider and agree the recommendations for action as set out in the report;