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Item No: 7

Meeting Date: Wednesday 24th June 2020

**Glasgow City
Integration Joint Board**

Report By: Susanne Millar, Interim Chief Officer

Contact: Susanne Millar

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GLASGOW CITY IJB - TEMPORARY GOVERNANCE ARRANGEMENTS

Purpose of Report:

To update the IJB on the current working context in relation to the Covid 19 pandemic; to review the temporary governance arrangements adopted by the IJB in March 2020 in relation to Covid 19; to propose continued temporary governance arrangements, and to advise the Integration Joint Board of decisions taken under the temporary governance arrangements of the IJB to date.

Background/Engagement:

In response to Government advice on the COVID19 pandemic, the IJB on [25th March 2020](#) approved temporary governance arrangements to reduce the need for face-to-face meetings during the pandemic.

Recommendations:

The Integration Joint Board is asked to:

- a) Note the update on contextual considerations provided at section 3 of this report;
- b) Comment on the effectiveness of temporary governance arrangements (4.2);
- c) Approve extension of the current temporary governance arrangements and formal review of these arrangements in six weeks (4.4); and
- d) Note the decisions taken to date over the period of temporary governance arrangements as appended to this report.

Relevance to Integration Joint Board Strategic Plan:

N/A

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Implications for Health and Social Care Partnership:

Reference to National Health & Wellbeing Outcome:	N/A	
Personnel:	None	
Carers:	None	
Provider Organisations:	None	
Equalities:	None	
Fairer Scotland Compliance:	None	
Financial:	None	
Legal:	All decisions were taken in terms of the temporary governance arrangements and in consultation with the Chairs and Vice Chairs of the IJB and Finance, Audit and Scrutiny Committee.	
Economic Impact:	None	
Sustainability:	None	
Sustainable Procurement and Article 19:	None	
Risk Implications:	None	
Implications for Glasgow City Council:	None	
Implications for NHS Greater Glasgow & Clyde:	None	
Direction Required to Council, Health Board or Both	Direction to:	
	1. No Direction Required	✓
	2. Glasgow City Council	
	3. NHS Greater Glasgow & Clyde	
	4. Glasgow City Council and NHS Greater Glasgow & Clyde	

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1. Background

- 1.1 Members will be aware that in response to Government advice on the COVID19 pandemic, the IJB on [25th March 2020](#) approved temporary governance arrangements to reduce the need for face-to-face meetings during the pandemic.
- 1.2 Approval of these arrangements resulted in normal governance arrangements being suspended and alternative decision making arrangements being enacted to meet immediate operational demand, if required.
- 1.3 The IJB delegated authority to the Interim Chief Officer and the Chief Officer, Finance and Resources in consultation with the Chair and Vice Chair of the IJB and the Chair and Vice Chair of the Finance, Audit and Scrutiny Committee.

2. Purpose of Report

- 2.1 To update the IJB on the current working context in relation to the Covid 19 pandemic; to review the temporary governance arrangements adopted by the IJB in March 2020 in relation to Covid 19; to propose continued temporary governance arrangements, and to advise the Integration Joint Board of decisions taken under the temporary governance arrangements of the IJB to date.
- 2.2 Appendix 1 lists all decisions taken to date in terms of the temporary governance arrangements, following consultation with the Chairs and Vice Chairs of the IJB and Finance, Audit and Scrutiny Committee.

Copies of the relevant reports are available on the HSCP website:
<https://glasgowcity.hscp.scot/meeting/ijb-temporary-decision-making-arrangements>.

- 2.3 Reports listing any further such decisions will be submitted to future meetings of the IJB as appropriate.

3. Contextual Considerations in Relation to Appropriate Governance

- 3.1 Government restrictions on movement since 23rd March has meant that the most pressing pressure for the HSCP has been focusing on operational delivery within the context of this emergency. As we continue with the response phase these operational pressures remain.
- 3.2 Social / physical distancing, shielding, and staff absences has meant that services have had to be delivered differently, some services suspended and new services developed to meet the most urgent requirements during the response to the pandemic.

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- 3.3 The vast majority of decisions which have had to be made during this time have been operational ones around staffing the most urgent services, utilising technology more as an enabler for service delivery, redeploying staff to meet critical needs etc.
- 3.4 The pace and breadth of this work has been, and continues to be significant. Responding to continual changing needs, new formal guidance and changing legislation requires operational decision making and escalations on a daily basis.
- 3.5 Services have experienced, and continue to experience significant disruption. The focus of the HSCP senior management team is necessarily on managing this within the context of local, board wide and national emergency planning structures.
- 3.6 Whilst we are now looking at recovery planning, this is within the context of the on-going pandemic which continues to necessitate restriction to movement and continued pressures on the workforce as a result of absence and underlying health conditions, redeployments to critical services etc., all of which restrict our ability to return to business as usual.
- 3.7 There have been both positive and negative impacts of the changes to services over this period and we are beginning to assess these as part of the recovery planning process. The IJB will receive ongoing reports in relation to this. Where any permanent service changes are being considered these will be presented to the full IJB and be subject to consultation as per normal procedures.
- 3.8 There will also have been positive and negative impacts as a result of having adopted amended governance arrangements over this period. The IJB may wish to consider these in terms of future governance as part of the recovery planning work given the on-going operational uncertainty and the need to have continued flexibility in responding quickly.
- 3.9 The IJB may also wish to consider, in line with recent discussions amongst Members about the size and scale of IJB agendas and volume of reports, alternative ways to review and note/approve reports pertaining to IJB business. An additional paper has been appended to this report to provide a practical example of this to stimulate discussion and inform such a consideration (Appendix 2).

4. Review of Current Arrangements

- 4.1 Since 25th March a small number of formal decisions have been made which are outlined in the appendix to this report and which have been necessary in the absence of formal IJB meetings.
- 4.2 Given that the governance arrangements have been in place since March, members are invited to comment on their effectiveness.
- 4.3 The next formal IJB meeting is scheduled for 23rd September 2020 with an IJB Development session taking place the week before on 16th September.

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4.4 Given that as an operational service we are still responding to the pandemic, and in the light of the continuing need to manage a flexible response to it, it is proposed that the current temporary governance arrangements remain for now and are considered as part of the recovery arrangements and formally reviewed in six weeks by the Chair and Vice Chair of the IJB, the Chair and Vice Chair of the IJB Finance, Audit and Scrutiny Committee, the Interim Chief Officer and the Chief Officer Finance and Resources.

5. Recommendations

5.1 The Integration Joint Board is asked to:

- a) Note the update on contextual considerations provided at section 3 of this report;
- b) Comment on the effectiveness of temporary governance arrangements (4.2);
- c) Approve extension of the current temporary governance arrangements and formal review of these arrangements in six weeks (4.4); and
- d) Note the decisions taken to date over the period of temporary governance arrangements as appended to this report.



DECISIONS TAKEN UNDER TEMPORARY GOVERNANCE ARRANGEMENTS

No	Date of Decision	Officer	Title of report	Decision
DA01	24 April 2020	Sharon Wearing	National Care Home Contract 2020/21	<ul style="list-style-type: none"> a) noted the increased rates from 6 April 2020 as outlined in Appendix 1; b) agreed to apply the NCHC contract uplift to commissioned services attached in Appendix 1; c) agreed to allocate £2.423m to pay for the care home fees uplift and Living Wage settlement; and d) instructed the council to vary the contracts with providers in line with the conditions at 4.3.
DA02	13 May 2020	Sharon Wearing	Scottish Living Wage Settlement 2020/21	<ul style="list-style-type: none"> a) noted the report; b) agreed that the Partnership will offer a 3.3% uplift to overall Provider rates within Glasgow Purchased Services Framework; c) agreed that the Partnership will offer a revised Sleepover rate of £11.48 in recognition of Scottish Living Wage requirements; d) agreed that the Partnership will apply a 3.3% uplift to Direct Payments; e) noted that this will be subject to Providers confirming they will pay the Scottish Living Wage from 6 April 2020;

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				<p>f) noted that the rate increase will be effective from 6 April 2020;</p> <p>g) noted that ability to fund future rate increases will be impacted if funding for the 2020/21 uplift is not provided recurrently in the base line settlement for 2021/22; and</p> <p>h) directed the Council to include the Scottish Living Wage obligations in its financial planning, should the Scottish Government funding cease.</p>
DA03	13 May 2020	Sharon Wearing	North East Health and Social Care Hub	<p>a) noted the contents of this report;</p> <p>b) noted the contents of the Outline Business Case; and</p> <p>c) approved the additional funding of £630,000 required to meet the recurring revenue costs of the project and build in to future year financial plans.</p>



Item No: 9

Meeting Date: Monday 15th June 2020

Business Meeting

Report By: Allison Eccles, Head of Business Development

Contact: Craig Cowan, Business Development Manager

Tel: 0141 287 8726

IJB REPORTS APPROVAL PROCESS

1. PURPOSE OF REPORT

- 1.1 The purpose of this report is to seek approval to consider circulating reports for approval or noting by the Integration Joint Board relating to non-business critical matters.

2. BACKGROUND

- 2.1 Since 25 March 2020 the IJB has been operating under temporary governance arrangements to enable officers to make time-pressured and decisive decisions in response to the Covid-19 pandemic.
- 2.2 The IJB continues to meet during the pandemic (virtually), working to a reduced agenda to concentrate on business critical matters. As a result the forward planner for the IJB has been disrupted with some agenda items being deferred indefinitely whilst the pandemic is ongoing.
- 2.3 The necessary move to temporary governance arrangements during the pandemic has resulted in the slight disengagement of IJB Members from more routine IJB business. A recent IJB Development Session was designed to enable Members to “reconnect”, with one another and with IJB business, and this report represents a further attempt to consider new ways of working that enable IJB Members to feel engaged and empowered to fulfil their role in important IJB business during the pandemic.
- 2.4 The proposal included in this report also represents a response to concerns raised by IJB Members in relation to the size of IJB agendas and the volume of reports associated with Board meetings. Whilst a number of possible solutions have been considered in relation to new ways of working to alleviate the commitment of Members in preparation for Board meetings no agreement has been reached on the best way to progress this.

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- 2.5 With the HSCP now moving from the response to recovery phase, and a gradual resumption of services and processes planned, consideration should be given to how to engage with IJB Members to progress important, non-business critical, agenda items that would normally be considered by the IJB. One such area of activity is in relation to the review of Participation and Engagement.
- 2.6 The findings of the review were due to be reported to Public Engagement Committee in May and the IJB in June. Work on some elements of the review was suspended during the pandemic. Others areas, such as the review of the Participation and Engagement Strategy and review of the Communications Strategy have been progressed and are almost at the stage of presenting results.
- 2.7 It is proposed that these two draft revised strategies are concluded and circulated to IJB Members for remote approval outwith the IJB meeting cycle. This would:
- Enable Members to review the draft Strategies/cover report and engage with officers around any comments or questions they may have
 - Build on recent activity to re-engage IJB Members with core IJB business
 - Enable the Strategies to be approved and implemented
 - Ensure the IJB has updated strategies in place that are relevant to supporting our approach to recovery
 - Reduce the risk that the significant consultation activity undertaken in 2019 and the feedback received becomes obsolete and requires to be repeated
 - Prevents this work from being outstanding for a prolonged period, given the fact that in 2021 work will commence on consultation in preparation for the next Strategic Plan
 - Avoid this work contributing to a backlog of outstanding/deferred agenda items that will require to be accommodated in an already busy IJB schedule as we move through recovery.
- 2.8 Adopting this approach for these two strategies would enable us to test a new way of enabling IJB Members to consider and approve reports. If effective this approach could be considered for wider rollout in the longer term to address the concerns expressed by Members in relation to lengthy agendas and high volumes of reports. Reports to be circulated for approval/noting in this way would be subject to approval via report to Business Meeting stating the case for remote consideration, and agreement of the Chair of the IJB.
- 2.9 If approved, consideration will be given to putting in place sub groups for IJB Members to engage in discussion sessions, via Microsoft Teams, in relation to relevant reports. This would enable Members, if desired, to engage in the type of discussion and debate that would normally take place at the IJB to ensure reports were given the appropriate level of attention and debate.
- 2.10 Further consideration will be given to the other processes required to support this approach, including; stakeholder briefings; timescales; publication; supporting questions/comments and subsequent editing of drafts and; the impact on the Directions process (i.e. in relation to the partner organisations).

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3. FINANCIAL IMPLICATIONS

3.1 None

4. LEGAL IMPLICATIONS

4.1 None

5. HR IMPLICATIONS

5.1 None

6. RECOMMENDATIONS

6.1 Business Meeting is asked to:

- a) Approve seeking permission from the IJB Chair to circulate the revised Participation and Engagement Strategy and Communications Strategy for consideration; and
- b) Consider other important/non-business critical areas where this approach could be used to enable IJB Members to consider and approve/note IJB reports.

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