



# Item No: 11

Meeting Date: Wednesday 27th January 2021

## Glasgow City Integration Joint Board

**Report By:** Allison Eccles, Head of Business Development

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### Integration Joint Board Governance

<b>Purpose of Report:</b>	To propose alternative Integration Joint Board meeting arrangements during the period of operational pressure being faced by Health and Social Care Partnership staff.
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<b>Background/Engagement:</b>	<p>In response to the operational pressures faced at the start of the pandemic in early 2020, and to adhere to Government advice on pandemic, the IJB on 25th March 2020 approved temporary governance arrangements to reduce the need for face-to-face meetings during the pandemic.</p> <p>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.</p> <p>The temporary governance arrangements were agreed within the context of rapidly evolving Government guidance on restrictions on movement, social/physical distancing and shielding, new legislation and staff absence.</p> <p>Following review of the temporary governance arrangements at the IJB in June and August 2020 it was agreed to end temporary arrangements from 1st September 2020 and re-instate routine governance arrangements.</p>
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<b>Recommendations:</b>	<p>The Integration Joint Board is asked to:</p> <p>a) Consider and approve the temporary changes to IJB governance arrangements as outlined at sections 4.2, 4.3 and 4.4 of this report and;</p>
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	b) Consider and approve the changes proposed at sections 4.5 and 4.6 in relation to the Finance, Audit and Scrutiny and Public Engagement Committees.
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**Relevance to Integration Joint Board Strategic Plan:**

None, relates to matters of governance.

**Implications for Health and Social Care Partnership:**

<b>Reference to National Health &amp; Wellbeing Outcome:</b>	None, relates to matters of governance.
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<b>Personnel:</b>	None, relates to matters of governance.
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<b>Carers:</b>	None, relates to matters of governance.
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<b>Provider Organisations:</b>	None, relates to matters of governance.
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<b>Equalities:</b>	None, relates to matters of governance.
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<b>Fairer Scotland Compliance:</b>	None, relates to matters of governance.
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<b>Financial:</b>	None, relates to matters of governance.
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<b>Legal:</b>	None, relates to matters of governance.
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<b>Economic Impact:</b>	None, relates to matters of governance.
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<b>Sustainability:</b>	None, relates to matters of governance.
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<b>Sustainable Procurement and Article 19:</b>	None, relates to matters of governance.
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<b>Risk Implications:</b>	None, relates to matters of governance.
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<b>Implications for Glasgow City Council:</b>	None, relates to matters of governance.
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<b>Implications for NHS Greater Glasgow &amp; Clyde:</b>	None, relates to matters of governance.
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Direction Required to Council, Health Board or Both	
Direction to:	
1. No Direction Required	<input checked="checked" type="checkbox"/>
2. Glasgow City Council	<input type="checkbox"/>
3. NHS Greater Glasgow & Clyde	<input type="checkbox"/>
4. Glasgow City Council and NHS Greater Glasgow & Clyde	<input type="checkbox"/>

### 1. Purpose

- 1.1 To propose alternative Integration Joint Board governance arrangements during the period of operational pressure being faced by Health and Social Care Partnership staff.

### 2. Background

- 2.1 In response to the operational pressures faced at the start of the pandemic in early 2020, and to adhere to Government advice on pandemic, the IJB on [25th March](#) 2020 approved temporary governance arrangements to reduce the need for face-to-face meetings during the pandemic.
- 2.2 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. At that time 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.
- 2.3 The temporary governance arrangements were agreed within the context of rapidly evolving Government guidance on restrictions on movement, social/physical distancing and shielding, new legislation and staff absence. All of which was placing significant pressure on the HSCP to meet operational delivery obligations through the development of innovative solutions for delivering services differently to meet the demands of the pandemic. The decision to move to delegated authority gave the HSCP the scope, where needed, to make quick and effective operational decisions.
- 2.4 Following review of the temporary governance arrangements at the IJB in [June](#) and [August](#) 2020 it was agreed to end temporary arrangements from 1st September 2020 and re-instate routine governance arrangements. It was agreed by the IJB in August that this position will continue to be monitored and could be revisited in future if it was felt necessary to respond to any future change in the external environment.
- 2.5 Throughout the period of the temporary governance arrangements, reports pertaining to all decisions taken under delegated authority following consultation with the Chairs and Vice Chairs of the IJB and Finance, Audit and Scrutiny Committee were made available on the HSCP website:  
<https://glasgowcity.hscp.scot/meeting/ijb-temporary-decision-making-arrangements>.

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### 3. Current context

- 3.1 Since the re-instatement of routine governance arrangements, albeit with continuation of virtual meetings in line with ongoing Government guidance, Glasgow City HSCP shifted the focus to that of renewal/recovery in line with the Scottish Government Route Map, with a corresponding move to re-open buildings and re-starting suspended services.
- 3.2 The recent increase in transmission of the virus within the community, with the resultant tightening of restrictions imposed by the Scottish Government and impact on the resources of the HSCP, has again created significant operational pressures on the staff within the HSCP.
- 3.3 The impact on the HSCP as a result of the increased prevalence of the virus again necessitates consideration of changes to governance arrangements to support operational staff to manage the response to the pandemic whilst continuing to ensure the IJB can fulfil their governance responsibilities in relation to service planning and delivery. Members of the senior management and executive team are currently unable to commit the required time to prepare for and attend IJB meetings as they are currently structured without compromising their ability to manage the extreme pressures faced operationally.
- 3.4 At the recent IJB pre-agenda meeting, the Vice Chair suggested possible changes to the governance arrangements of the IJB during the current resurgence in the virus. Officers were asked to consider preparing a proposal to scale back the agenda of the IJB until the current pressures recede, limiting discussions at the IJB to a pre-determined selection of key business areas deemed business-critical. This approach has been adopted by NHS Greater Glasgow and Clyde to acknowledge the operational pressures facing staff and the need to prioritise time.

### 4. Proposal

- 4.1 Whilst the most recent surge in Covid cases has generated significant disruption within the HSCP, due for example to staff absence and increased demand for health and social care support, services have not been suspended or closed in the same way as they were in 2020. For this reason approval is not being sought at this time for a return to the temporary governance arrangements adopted in 2020.
- 4.2 The proposal is to reduce the agenda of the IJB to business-critical or time sensitive items that fall within a number of key business areas. Business-critical agenda items under these headings would be selected for discussion at the IJB by the Chief Officer and Chief Officer Finance and Resources, following discussion with the Chair and Vice Chair, on the basis of the operational climate at the time and an assessment of priority. This would drastically reduce the time commitment of officers to prepare reports and attend the Board meeting and enable them to focus more fully on the ongoing operational response to the pandemic.

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4.3 The key business areas proposed for consideration and approval are as follows:

- Chief Officer update (including Covid update)
- Business-critical items for approval
- Time-sensitive items (e.g. items subject to timescales defined in legislation or required as part of the legislative programme, or required as a priority by external bodies)
- Financial and budget update.

(Please note the examples above are not exhaustive but are illustrative only.)

4.4 It is proposed that this alteration to IJB governance arrangements takes effect, subject to revisions suggested by Members on consideration of this report, at the IJB in March 2021. In March, Members would consider whether the external climate necessitates continuation, revision or termination of these arrangements for the subsequent meeting in May.

4.5 It is proposed that the Finance, Audit and Scrutiny Committee due to meet in February operates on the same basis with involvement of the Committee Chair and Vice Chair unless any decision to the contrary is taken in the meantime.

4.6 Due to the fact that it is not a decision making Committee the proposal is that the Public Engagement Committee due to meet on 24 February 2021 is cancelled and a decision on the Committee in May taken nearer the time and with consideration of the prevailing operational pressures and external climate.

4.7 It should be noted that, to continue to facilitate progressing the business of the IJB within a safe and responsible environment and in line with Government advice, meetings will continue to be held “virtually” until and unless any decision otherwise is taken.

## 5. Recommendations

5.1 The Integration Joint Board is asked to:

- a) Consider and approve the changes to IJB governance arrangements as outlined at sections 4.2, 4.3 and 4.4 of this report and;
- b) Consider and approve the changes proposed at sections 4.5 and 4.6 in relation to the Finance, Audit and Scrutiny and Public Engagement Committees.

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