



Item No: 11

Meeting Date: Wednesday 12th December 2018

Glasgow City Integration Joint Board

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PROPOSED CHANGES TO IJB COMMITTEES

Purpose of Report:

To update the Integration Joint Board on the results of a request for feedback from IJB members on potential changes to the IJB Committees.

To make recommendations and table options to the IJB in relation to proposed changes to the IJB Committees.

Background/Engagement:

Following an IJB development session in August where one of the substantive agenda items was around good governance IJB members were asked to provide their views on the working arrangements of the IJB Committees.

Recommendations:

The Integration Joint Board is asked to:

- a) note this report;
- b) agree that the terms of Chairs of the IJB Committees should be set at two years and should rotate between Glasgow City Council and NHS members; and
- c) consider the options laid out in 6.2 to 6.7 and agree to the removal of Performance Scrutiny from the Committee schedule and consideration of a new name for Finance and Audit as required.

Relevance to Integration Joint Board Strategic Plan:

Ensuring the IJB and its Committees have a clearly defined remit and arrangements for efficient and effective governance is imperative to ensuring the HSCP can progress the Strategic Vision and Strategic Priorities laid out in the Strategic Plan 2019-2022.

Implications for Health and Social Care Partnership:

Reference to National Health & Wellbeing Outcome:	Ensuring the IJB and its Committees can provide the required governance to progress the aims of the Strategic Plan will contribute to meeting all of the National Health and Wellbeing Outcomes.
Personnel:	Possible revisions to the Committee arrangements will have an impact on the resources required from officers in the preparation for and attendance at the Committees.
Carers:	None
Provider Organisations:	None
Equalities:	None
Financial:	None
Legal:	All decisions in relation to revisions to Committee arrangements will be in line with the Public Bodies (Joint Working) (Scotland) Act 2014 and the Public Bodies (Joint Working) (Integration Joint Boards) (Scotland) Order 2014 and associated guidance and the IJB Standing Orders.
Economic Impact:	None
Sustainability:	None
Sustainable Procurement and Article 19:	None
Risk Implications:	The risk to the IJB of not agreeing Committee arrangements that facilitate efficient and effective governance of the work of the HSCP may have a detrimental impact on its ability to achieve the Strategic Vision and Priorities, and progress the activity laid out in the Strategic Plan to achieve the National Health and Wellbeing Outcomes.
Implications for Glasgow City Council:	None

Implications for NHS Greater Glasgow & Clyde:	None
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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	

1. Purpose

- 1.1 To update the Integration Joint Board on the results of a request for feedback from IJB members on potential changes to the IJB Committees.
- 1.2 To make recommendations and table options to the IJB in relation to proposed changes to the IJB Committees based on the responses received.

2. Background

- 2.1 The proceedings and business of the Glasgow City Integration Joint Board and its Committees are made under the Public Bodies (Joint Working) (Scotland) Act 2014 and the Public Bodies (Joint Working) (Integration Joint Boards) (Scotland) Order 2014 and are outlined in the [Standing Orders](#) initially approved by the IJB on [8 February 2016](#) and updated on [19 September 2018](#).
- 2.2 The Standing Orders provide guidance on the membership, term of office and appointment of the Chair/Vice Chair for the IJB committees and confer on the IJB the responsibility to agree the constitution and terms of reference of its committees.
- 2.3 Under current Governance arrangements the planning of health and social care services in Glasgow is supported by the Glasgow City Integration Joint Board and three committees; IJB Finance and Audit Committee, IJB Public Engagement Committee and the IJB Performance Scrutiny Committee.
- 2.4 The term for members of the IJB committees is at the discretion of the IJB but must not exceed 3 years. The term set by the IJB for each committee (including professional members and stakeholder representatives of the IJB) is 3 years, although there is a provision for re-appointment. The remits of each committee are set out in the relevant terms of reference.

3. Current Committee Remits

- 3.1 The remit of the [Finance and Audit Committee](#) as laid out in the terms of reference includes; monitoring financial controls; approval of annual accounts and the annual governance statement prior to submission to the IJB; scrutiny of performance; approval of the annual audit plan and consideration of audit reports and scrutiny of risk registers. This committee meets six times a year and is composed of six voting members of the IJB (3:3), plus two non-voting members and the Chair must be a non-Executive Board member or councillor who is not the Chair or Vice Chair of the IJB.

- 3.2 The remit of the [Public Engagement Committee](#) as laid out in the terms of reference includes the responsibility for monitoring and reviewing the development and implementation of the IJB's Participation and Engagement Strategy and carrying out all functions conferred on the Committee by the IJB in keeping with the Participation and Engagement Strategy. The committee meets quarterly and is composed of six voting members of the IJB (3:3), plus three non-voting members and the Chair and Vice Chair alternate annually.
- 3.3 The remit of the [Performance Scrutiny Committee](#) as laid out in the terms of reference includes; reviewing external inspection reports of health and social care services; review of professional and clinical governance reports; maintaining oversight of performance in relation to statutory functions such as complaints handling, freedom of information and participation requests and monitoring of various pieces of work across the health and care system on behalf of the IJB. This committee meets quarterly and is composed of six voting members of the IJB (3:3), plus three non-voting members.

4. Issues identified with current structure/remits

- 4.1 Since the inception of the IJB, agendas have been significant leading to frequent over-running of meetings, in particular of the IJB and the Finance and Audit Committee.
- 4.2 The IJB Performance Scrutiny Committee is the most recently established committee and since inception there has been a degree of confusion and/or difference of opinion as to whether items currently reserved for Finance and Audit Committee should be taken to Performance Scrutiny (e.g. performance reporting).
- 4.3 Currently when the Chair of the IJB is an elected member of the Council, the Finance and Audit Committee is Chaired by a Non-Executive Director of the Health Board and vice versa. This is a matter of choice and could be changed if members so wish.
- 4.4 Initially the term for chairing of committees was for a period of one year. This was amended so that the Standing Orders for the IJB now require that the term for chairing of committees is reviewed periodically.

5. Information requested of Board Members

- 5.1 In order to offer Board members an opportunity to feed into the discussion about possible revisions to the remit and structure of the IJB committees members were asked for their view on a range of questions that represent the key areas identified as an issue in section 4.
- 5.2 Board members were asked to respond to the following questions
- Do you feel there is a requirement for any amendments to the remit of the Public Engagement Committee, if so please detail?
 - Do you feel there is a requirement for any amendments to the remit of the Finance and Audit Committee, if so please detail?
 - Do you feel there is a requirement for any amendments to the remit of the Performance Scrutiny Committee, if so please detail?

- Chairing of Committees – is it necessary that the Chair of the IJB and Scrutiny committees are from alternate organisations?
- Term for Committee Chairs – Should the term be for 1, 2 or 3 years?

- 5.3 The questions were sent via email to all 31 Board members, with responses received from eight. What follows is a summary of the responses received.
- 5.4 None of the responses indicated an appetite or requirement to alter the remit of the Public Engagement Committee. The only comment in relation to this committee was in relation to the need to revisit the membership to ensure an appropriate level of citizen representation.
- 5.5 Weight of opinion amongst members is that the remit of the Finance and Audit Committee is confused due principally to its current remit to consider performance reporting. If the Committee structure is to be unchanged consideration should be given to removing performance and potentially transformational change updates to Performance Scrutiny Committee. This would leave Finance and Audit Committee to focus on financial performance, audit and risk but would run contrary to [CIPFA guidance](#) that recommends that performance issues are considered at public sector audit committees.
- 5.6 It was also highlighted that certain items at Finance and Audit such as care inspection reports and papers on complaints better fit the defined remit of Performance Scrutiny, but should in fact be the remit of Finance and Audit, suggesting a need to clarify/alter the respective remits. It was suggested that if performance matters are to continue to be within the remit of Finance and Audit consideration to reducing the frequency of the meeting should be given in order to reflect the volume of the agenda. This would require an increase in duration.
- 5.7 Responses were mixed on whether the Chairs of the IJB and Committees should alternate between NHS and Council members. Some felt it important to maintain the representation from both organisations at that level and to prevent any perceptions of dominance from one organisation. Others felt that the spirit of integration should push us to remove those distinctions at Committee Chair level and work in partnership, not for respective organisations. It was also suggested that ability should be a predominant factor in appointing a Chair.
- 5.8 The preferred term for the Chair of committees is overwhelmingly, although not without exception, a period of two years.

6. Proposed options for revised committee arrangements

- 6.1 The options for revisions to committee arrangements that were highlighted to Board members and that emerge from the responses received are outlined below.
- 6.2 The current structure and remit of committees could be retained. This would not address the established issues with clarity of remits or the equity of sizes of agendas and subsequent tendency for the Finance and Audit Committee in particular to overrun considerably.
- 6.3 Retention of the current arrangements regarding remits would in part require increasing the duration to three hours of the Finance and Audit Committee. Any suggestion to reduce the frequency to quarterly to be in line with the other

committees would likely exacerbate the issues highlighted regarding overrunning and workload but an increase in duration may be considered acceptable if reduced frequency of the committee was agreed.

- 6.4 Remove performance items (and consider others) from the Finance and Audit to Performance Scrutiny Committee. This could help provide clarity on where items are directed for consideration and potentially enable the Finance and Audit Committee to meet quarterly in line with the other committees.
- 6.5 To address the confusion between remits of the respective Committees and to reflect the feedback about where certain items should be discussed it is unclear what value having a Performance Scrutiny Committee distinct from the Finance and Audit Committee creates. With the feedback in mind, and given that it is acknowledged good practice to have a link between scrutiny of finance and performance at audit committees it is the recommendation of this paper that Performance Scrutiny should be removed from the committee schedule with remaining agenda items moved to Finance & Audit. The Board may wish to consider a revised name for this Committee to better fit the revised agenda, such as 'Finance, Audit and Scrutiny Committee'. The revised Finance and Audit Committee would continue to meet every six weeks to accommodate the agenda.
- 6.6 This paper does not propose any changes to the IJB. However, once decisions are made regarding the changes to Committee structures, consideration should be given by Board members to the role of development sessions. Consideration should be given to frequency and alignment to IJB timings and agenda items to ensure such sessions complement and support the business of the IJB. It is proposed that there should be six such sessions in the intervening months between IJB meetings every year.
- 6.7 Consideration should be given to whether the membership of the Public Engagement Committee gives sufficient citizen representation or whether wider membership should be considered.
- 6.8 Given the feedback received a recommendation of this paper is to retain the current requirement to alternate chairing of the Board and Committees between Glasgow City Council and NHS members.
- 6.9 A further recommendation would be to define the term of Committee Chairs as two years.

7. Recommendations

- 7.1 The Integration Joint Board is asked to:
 - a) note this report;
 - b) agree that the terms of Chairs of the IJB Committees should be set at two years and should rotate between Glasgow City Council and NHS members; and
 - c) consider the options laid out in 6.2 to 6.7 and agree to the removal of Performance Scrutiny from the Committee schedule and consideration of a new name for Finance and Audit as required.