



## Item No: 12

Meeting Date: Wednesday 29<sup>th</sup> January 2020

### Glasgow City Integration Joint Board

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#### IJB GOVERNANCE ARRANGEMENTS

<b>Purpose of Report:</b>	To update the IJB on the output from discussions regarding governance arrangements for the IJB and present proposals to Members for consideration.
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<b>Background/Engagement:</b>	<p>The IJB/HSCP is committed to keeping its governance arrangements under constant scrutiny and review to ensure the processes in place effectively support and enable IJB members to progress the strategic priorities laid out in the Strategic Plan. As we grow as a Partnership we understand more about where we require to consider developing these arrangements to take account of our experience and of the views of Members.</p> <p>Governance arrangements have been the subject of discussion over the last twelve months following a range of external and internal activity including the Ministerial Strategic Group report on progress towards integration, an internal audit report on governance arrangements, and discussion at an IJB Development Session in August 2019.</p> <p>As a result of the findings of the work outlined above, IJB Members discussed governance arrangements again at a Development Session in October 2019 and the proposals within this report represent the outcome of these discussions.</p>
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<b>Recommendations:</b>	<p>The Integration Joint Board is asked to:</p> <ul style="list-style-type: none"><li>a) note the report; and</li><li>b) discuss, agree and commit to follow the principles outlined in section 5.</li></ul>
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**Relevance to Integration Joint Board Strategic Plan:**

Effective governance arrangements supporting IJB Members and the IJB/Committees is a fundamental component in supporting the vision and key aims of the Strategic Plan 2019-22.

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

<b>Reference to National Health &amp; Wellbeing Outcome:</b>	Supports achievement of all National Health & Wellbeing Outcomes.
<b>Personnel:</b>	None
<b>Carers:</b>	None
<b>Provider Organisations:</b>	None
<b>Equalities:</b>	None
<b>Fairer Scotland Compliance:</b>	None
<b>Financial:</b>	None
<b>Legal:</b>	None
<b>Economic Impact:</b>	None
<b>Sustainability:</b>	None
<b>Sustainable Procurement and Article 19:</b>	None
<b>Risk Implications:</b>	If the governance arrangements are not conducive with enabling and supporting IJB Members to carry out their role effectively there is a risk that the IJB and its Committees will not successfully meet their responsibilities to fulfil the vision and priorities within the Strategic Plan.

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<b>Implications for Glasgow City Council:</b>	None
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<b>Implications for NHS Greater Glasgow &amp; Clyde:</b>	None
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<b>Direction Required to Council, Health Board or Both</b>	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 IJB on the output from discussions regarding governance arrangements for the IJB and present proposals to Members for consideration.

**2. Background**

- 2.1. As Glasgow City HSCP matures and evolves, so too does our understanding of the governance arrangements for the Integration Joint Board and IJB Committees. The IJB/HSCP is committed to keeping its governance arrangements under constant scrutiny and review to ensure the processes in place effectively support and enable IJB members to progress the strategic priorities laid out in the Strategic Plan. As we grow as a Partnership we understand more about where we require to consider developing these arrangements to take account of our experience and of the views of Members.
- 2.2. Governance arrangements have been the subject of discussion over the last twelve months following a range of external and internal activity including the [Ministerial Strategic Group report](#) on progress towards integration, an internal audit report on governance arrangements noted by the IJB Finance, Audit and Scrutiny Committee in [September 2019](#), and discussion at an IJB Development Session in August 2019.
- 2.3. As a result of the findings of the work outlined above, IJB Members discussed governance arrangements again at a Development Session in October 2019 and the proposals within this report represent the outcome of these discussions.

**3. Governance considerations**

- 3.1. Members will recall that the Ministerial Strategic Group for Health and Community Care published a report in February 2019, looking at progress towards Integration. A series of proposals were made and Integration Authorities were invited to carry out a self-evaluation of their IJBs in relation to the areas highlighted in the report.
- 3.2. Glasgow City IJB Members (and substitutes) and partner organisations contributed to the self-evaluation of the IJB and a Tripartite Action was developed and approved at the [IJB in September 2019](#). As part of the feedback received during the self-evaluation Members raised the issue of the time commitment required to

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effectively carry out Members' roles on the IJB and Committees, referencing the volume and size of reports and the difficulty being able to adequately prepare for the Board and Committees as a result. This was perceived as having a significant impact on the ability to understand the issues and make informed decisions.

- 3.3. The [September 2019](#) Finance, Audit & Scrutiny Committee considered an Internal Audit of IJB governance arrangements that made a number of recommendations that were accepted by the Committee and are currently being taken forward by officers. Within the Audit report a number of observations were made referring to the operational arrangements of the IJB and Committees, with again reference made to the commitment to prepare for IJB meetings. Some Members interviewed for the audit noted that other competing priorities had an impact on both attendance levels at meetings and the amount of time available to review Board papers in advance of meetings.
- 3.4. The subject was also a key element of discussions at the IJB Development Sessions in August 2019 and October 2019 where IJB Members again highlighted the size of the IJB agenda, the volume of reports, and preparation time required to effectively participate in discussion and decision making at the IJB.

## 4. **Suggestions to consider to develop governance arrangements**

- 4.1. The Development Session in October 2019 was an opportunity to discuss the issues highlighted above and explore some of the options for IJB Members to consider.
- 4.2. One of the suggestions made was to reduce the volume of reports by making certain information available via hyperlinks rather than text, enabling the reader to access the information from the HSCP website or other relevant sources. However it was considered this would reduce the impact of the report as a standalone record of the issue, relevant information, and proposed solution/recommendation. This would also mean readers would have to jump from the main report to other sources and could potentially increase the time required to feel suitably informed to form a decision on the subject of the report.
- 4.3. On occasion it will be appropriate/helpful to link to information held elsewhere, for example where information has already been included in a previous version of the report and does not need to be duplicated.
- 4.4. Other suggestions to address the issues highlighted included:
  - Increasing the length of the IJB/Committees to allow more time for discussion
  - Increasing the number of IJB meetings to enable a reduction in the agenda size and therefore preparation time
  - Agreeing that items "For noting" are not discussed at the meeting
  - Requesting that questions on reports are only submitted and responded to in advance of the IJB to reduce discussion time required
  - Agreeing a preferred level of detail for reports to ensure their length is proportionate and appropriate
  - Agreeing that officers presenting reports are as concise and brief as is appropriate

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- Placing more emphasis on the role of the Chairs at pre-agenda in deciding whether reports require to be on or removed from the agenda
  - Considering when making requests for follow up reports whether they are necessary.
- 4.5. From the discussion about the possible actions to alleviate the issue it was evident that there is little consensus on the most appropriate way to proceed. In relation to many of the actions opinion was divided amongst Members, making any clear decision that would be agreed on by a majority difficult to achieve.
- 4.6. Furthermore it was apparent from the discussion that some of these possible solutions would require discretion to be applied on a case by case basis dependent on the nature of the report and potential reaction to it. For example it was noted that at recent IJBs reports listed as “For noting” have been actively and robustly challenged and debated and therefore removing the discussion element would not be supported and would remove a vital component of the IJBs role.
- 4.7. Similarly any decision to limit questions to either a small or pre-agreed number submitted in advance, or not at all, would again remove the ability of IJB Members to respond to the views of others and would arguably, by reducing the discussion and evolution of Members’ opinions, influence the decision on recommendations within the reports. It was noted that the process of submitting in advance of meetings any questions that might reduce the need for certain procedural or technical questions to be asked at the IJB is already in place for Members.
- 4.8. There was no appetite to alter either the length or frequency of meetings as a means to influence the required preparation time, with an acknowledgement that the complexity and scale of the agendas within Glasgow City HSCP makes long meetings with busy agenda inevitable and arguably unavoidable.

## 5. Proposal

- 5.1. In light of the above and the likely requirement for discretion and judgement depending on the meeting, subject matter and individual Chair, it is not considered feasible, or indeed desirable, to arrive at a set of clear and definitive proposals that could be implemented consistently that would attract consensus among IJB Members.
- 5.2. It is proposed therefore that the following key principles are adopted by IJB Members and HSCP support officers in relation to the IJB and its Committees to ensure the reduction in the impact caused by the issues highlighted above. It will be the personal responsibility of all involved to minimise the effect of these issues, with the Chair and Vice Chair taking a lead role in ensuring these principles are followed.
- 5.3. IJB Members will:
- Submit any relevant questions or points for clarification that do not require to be discussed at the meeting to the Business Development Team in advance of meetings, as per current arrangements

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- Ensure that any questions or points they wish to ask or make at meetings are relevant to the discussion and do not repeat questions or points already made by other Members
- Consider, when requesting additional or follow up reports, whether these reports are required to ensure agendas can be managed
- Ensure they make all efforts to familiarise themselves with each report to ensure questions are not asked that are covered within the reports.

### 5.4. IJB and Committee Chairs will:

- Continue to use pre-agenda meetings as a means to consider whether reports require to be presented at the meetings
- Provide the necessary detail to officers presenting reports of their view in relation to how much detail is required to be in the report and how much time should be taken to present them
- Be vigilant in ensuring meetings are conducted in accordance with the principles proposed in this section.

### 5.5. Officers of the HSCP will:

- Ensure reports prepared for the IJB/Committees are not longer than is necessary, with due consideration given to the level of detail added that has been in previous reports
- Consider where relevant hyperlinks can be added to reduce the length of reports, acknowledging the principle that the reader (including members of the public) should not have to visit multiple sources to be able to understand the context and content of the report and make an informed decision or opinion on its recommendations
- Consider, and where relevant confirm with the Chair, the appropriate or preferred length of report and presentation in each case, taking into account the subject matter and significance of the report and working on the principle that Members have read the reports prior to the meeting.

## **6. Recommendations**

### 6.1. The Integration Joint Board is asked to:

- a) note this report; and
- b) agree and commit to follow the principles outlined in section 5.