



AGENDA

**INTEGRATION JOINT BOARD MEETING WILL BE HELD ON
FRIDAY 22 APRIL 2022 AT 10.00 AM**

**THIS WILL BE A VIRTUAL MEETING AND JOINING
INSTRUCTIONS ARE INCLUDED IN THE APPOINTMENT**

**Participants Should Aim to Dial In at Least Ten to Fifteen Minutes
Ahead of the Scheduled Start Time**

	TITLE	PRESENTED BY	PAGE
1	CHAIRPERSON'S WELCOME / OPENING REMARKS	Christina Cooper	-
2	CONFIRMATION OF ATTENDANCE / APOLOGIES	Christina Cooper	-
3	DECLARATION OF MEMBERS' INTERESTS	Christina Cooper	-
4	MINUTES OF PREVIOUS MEETING - 25 MARCH 2022	Christina Cooper	2 – 8
5	MATTERS ARISING – ACTION NOTE 25 MARCH 2022	Christina Cooper	9 - 10
6	REVIEW OF GOVERNANCE COMMITTEE STRUCTURES	Nicky Connor	11 – 32
7	DATE OF NEXT MEETING	All	-

**MEMBERS ARE REMINDED THAT QUERIES ON THE DETAIL OF A REPORT SHOULD BE
ADDRESSED BY CONTACTING THE REPORT AUTHORS IN ADVANCE OF THE MEETING**

**Nicky Connor
Director of Health & Social Care
Fife House
Glenrothes
KY7 5LT**

**Copies of papers are available in alternative formats on request from Norma Aitken, Head
of Corporate Services, 6th Floor, Fife House – e:mail Norma.aitken-nhs@fife.gov.uk**



UNCONFIRMED

MINUTE OF THE FIFE HEALTH AND SOCIAL CARE – INTEGRATION JOINT BOARD HELD VIRTUALLY ON FRIDAY 25 MARCH 2022 AT 10.00 AM

Present	Christina Cooper (CC) (Chair) Rosemary Liewald (RLi) (Vice-Chair) Fife Council – David Alexander (DA), Tim Brett (TB), Dave Dempsey (DD), David Graham (DG), Fiona Grant (FM), David J Ross (DJR), Jan Wincott (JW) NHS Fife Board Members (Non-Executive) – Martin Black (MB), Sinead Braiden (SB) Janette Owens (JO), NHS Fife Board Member (Executive Director), Director of Nursing, NHS Fife Wilma Brown (WB), Employee Director, NHS Fife Amanda Wong (AW), Associate Director, AHP's, NHS Fife Kenny Murphy (KM), Third Sector Representative Morna Fleming (MF), Carer Representative Paul Dundas (PD), Independent Sector Representative Simon Fevre (SF), Staff Representative, NHS Fife
Professional Advisers	Nicky Connor (NC), Director of Health and Social Care/Chief Officer Audrey Valente (AV), Chief Finance Officer Helen Hellewell (HH), Associate Medical Director
Attending	Bryan Davies (BD), Head of Primary & Preventative Care Services Rona Laskowski (RLAs), Head of Complex & Critical Care Services Lynne Garvey (LG), Head of Community Care Services Fiona McKay (FM), Head of Strategic Planning, Performance & Commissioning Katie Caldwell (KC), Community Staff Nurse (Observer) Norma Aitken (NA), Head of Corporate Services Hazel Williamson (HW), Communications Officer Wendy Anderson (WA), H&SC Co-ordinator (Minute)

NO	TITLE	ACTION
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1 CHAIRPERSON'S WELCOME / OPENING REMARKS

The Chair welcomed everyone to the Health & Social Care Partnership Integration Joint Board (IJB) including Katie Caldwell, who is a Community Staff Nurse observing the meeting as part of a shadowing opportunity. The Chair then advised that Ben Hannan has recently taken over as Director of Pharmacy and Medicines, replacing Scott Garden who has moved to NHS Lothian. Fiona Forrest has replaced Ben as Interim Deputy Director of Pharmacy and Medicines.

Civic Recognition Award for the Covid Testing Team

Fife's Covid testing staff have been recognised for their 'incredible' efforts during the pandemic at the recent Fife Civic Recognition Awards. The local Covid testing team in the Kingdom has been working throughout the pandemic to test those with symptoms and help reduce the spread of the virus. The team were

NO TITLE**ACTION**

recognised in Exceptional Team (Public Sector) category for their incredible work to support fellow Fifers during the pandemic lockdown and beyond.

Balgonie Ward Staff at Cameron Hospital were recently gifted a star for the amazing work they do. An appreciative family acknowledged their appreciation for all the care and support received. The Balgonie Ward Team star is part of Camelopardalis and the definition in the Collins Dictionary is – a constellation between Ursa Major and Cassiopeia: the giraffe. Staff were delighted with the gift.

The Chair advised members that a recording pen is in use at the meeting to assist with Minute taking and the media have been invited to listen in to the proceedings.

2 CONFIRMATION OF ATTENDANCE / APOLOGIES

Apologies had been received from Chris McKenna, Arlene Wood, Alistair Morris, Ian Dall, Joy Tomlinson and Katherine Paramore.

3 DECLARATION OF MEMBERS' INTERESTS

There were no declarations of interest.

4 CHIEF OFFICERS REPORT

The Chair handed over to Nicky Connor for her Chief Officers Report.

Nicky advised that a Covid-19 and Remobilisation Briefing had been circulated to IJB members prior to the meeting and this contained key contacts for IJB members who wish to discuss items in more detail.

Nicky advised that this remains a challenging time for the Partnership with covid still having an impact across the whole health and social care system. We continue to manage these challenges daily. The recent rise in Covid 19 cases in Fife is impacting on staff, the wider population and service demands. We are working towards remobilising services, however this has to be when this is safe to do so and is monitored on a daily basis, using the OPEL tool which was demonstrated to IJB and Local Partnership Forum (LPF) members recently.. We continue to report into the command structure that is in place connecting with both NHS Fife and Fife Council Executive Teams.

The flow of people from hospital to a home or homely setting continues to be a significant priority and there have been impacts on services due to care home closures, staff self-isolating and absence and it remains a priority to ensure those leaving hospital return home or a homely setting as soon as it is safe to do so.

Nicky extended her sincere thanks to all staff working across all sectors of Health and Social Care in Fife for their ongoing support and commitment to delivery of health, social work and social care to the people of Fife. This has often meant working in different roles to support critical services and this is greatly valued.

The partnership has received notification that there will be a joint Inspection by Healthcare Improvement Scotland and the Care Inspectorate as part of their

NO TITLE**ACTION**

planned approach for the next phase of joint inspections across Scotland. The focus will be on *“How effectively is the partnership working together, strategically, and operationally, to deliver seamless services that achieve good health and wellbeing outcomes for adults?”* Discussions are ongoing regarding when this inspection will commence and the full scope of the inspection and the Board will be updated as more information is received.

Janette Owens then updated on behalf of herself and Chris McKenna and advised that there is currently significant pressure on all areas of the NHS and partnership. Wednesday 23 March 2022 was a Day of Reflection, two years on from the first lockdown, with videos being shared on the staff website. Close collaborative working across the whole system is evident. There was a visit recently by the Chief Nurse for Scotland who visited various areas, including the Care Home Hub and Wards at Queen Margaret Hospital, Dunfermline.

5 MINUTES OF PREVIOUS MEETING 28 JANUARY 2022

Paul Dundas had asked for a small amendment to Item 8, paragraph 5. This had been done prior to the meeting and the updated draft Minute had been recirculated.

Tim Brett requested two minor changes, which will be made following the meeting. Once these are done, the Minute from the meeting held on 28 January 2022 will be approved as an accurate record.

6 MATTERS ARISING – ACTION NOTE

The Action Note from the meeting held on 28 January 2022 was approved as accurate.

7 FINANCE UPDATE

This report had been discussed at the Finance & Performance (F&P) Committee on Friday 11 March 2022. The Chair introduced Audrey Valente who presented this report.

The report outlined the financial position of the delegated and managed services based on 31 December 2021 (for Fife Council) and 31 January 2022 (for NHS Fife) was a surplus of £0.573m. Scottish Government have provided further funding to NHS Boards and IJBs in relation to Covid-19, Fife’s share of this is £43m. There is a need to continue with our transformation plans at pace.

The Chair then invited David Graham, Chair of F&P to comment on discussions at the Committee before questions from Board Members. David assured members that areas such as staffing vacancies within the Partnership are closely scrutinised at F&P meetings.

Dave Dempsey enquired about unallocated budgets and whether these are now fully allocated. Audrey advised that funds will be fully committed but not drawn down until required. Rona Laskowski advised that Mental Health has received a significant range of funding in recent months, all with explicit criteria on how they are to be used. Plans are ongoing to recruit additional staff and funding for this will not be committed until people are in post. Funding will be held in Reserves and carried forward into the next financial year

7 FINANCE UPDATE (Cont)

Tim Brett asked about winter funding and how this is being managed. Audrey advised that it has been difficult to separate specific winter and Covid-19 monies but these are all reflected in the current monitoring position.

Martin Black asked whether carrying forward funds would preclude the partnership accessing further monies next year. Audrey advised that funds carried forward would be used before any further requests were made to Scottish Government for further funding.

Discussion took place around Covid-19 funding and whether this would continue given that restrictions are being lifted. It is expected that this will become part of our business as usual activity going forward into Years 2 and 3 and could form part of any future budget gap.

Sinead Braiden asked about vacancies particularly in Children's Services. Nicky advised that the Senior Leadership Team (SLT) have taken decisions regarding including increasing the number of Health Visitor placements over the next few years as one way to ensure safe staffing. Recruitment is a priority and is reported to SLT regularly.

The Board examined and considered the key actions/next steps, approved the financial monitoring position as at January 2022 and approved the commitments against reserves as at January 2022.

8 REVENUE BUDGET 2022-2023

This report had been discussed at the Finance & Performance (F&P) Committee on Friday 11 March 2022. The Chair introduced Audrey Valente who presented this report.

Audrey Valente updated on the Revenue Budget 2022-23 as well as the budget gap and medium-term position to March 2025. Budget for next year is balanced with an expected £4m gap in year 2 and a £7m gap in year 3. These are high level estimates which take account of expected recurring funds and new cost pressures which will be refined going forward. During 2022 the Medium-Term Financial Strategy will be aligned to the refreshed Strategic Plan. There is recognition that most of the savings agreed in the 2020-21 and 2021-22 budgets must be delivered to ensure a balanced budget.

Recruitment will commence shortly to allow the transformation programme to progress.

The Chair then invited David Graham, Chair of F&P to comment on discussions at the Committee before questions from Board Members. David advised that the budget paper received a high level of scrutiny from F&P members and there is a high level of confidence in this paper.

Discussion took place around the report including the Primary Care Improvement Plan and a request for a paper/discussion at a future Development Session on Set Aside. Nicky agreed that this should happen given the impact on transformation and whole system working.

AV

8 REVENUE BUDGET 2022-2023 (Cont)

Tim Brett asked about the ongoing transformation work which is a key piece of work. Audrey advised that a paper was taken to a recent F&P Committee and an updated paper would be brought to a future IJB meeting.

Discussion took place around the impact of the budget on the 3rd and Voluntary Sectors. Fiona McKay advised that a paper has been taken to F&P on grants and awards and this was approved. There is no negative impact on these budgets.

The Board discussed and approved the budget proposed in Appendix 1, agreed that the medium-term financial strategy is deferred, updated and aligned in conjunction with the Strategic Plan and instructed the Chief Officer to progress the recruitment plans and approve reserves are utilised to progress these plans with a Direction to both partner organisations.

9 PERFORMANCE REPORT – EXECUTIVE SUMMARY

The full Performance Report had been discussed at the Finance & Performance (F&P) Committee on Friday 11 March 2022. The Chair introduced Fiona McKay who presented this report.

Fiona advised that this report highlighted areas of significant challenge within the partnership. Progress is being made on assessment beds and the interim bed model. The Performance Report is being reviewed and some areas may be added in future reports.

The Chair then invited David Graham, Chair of F&P to comment on discussions at the Committee before questions from Board Members. David advised that the committee received the very detailed, full report at their recently meeting and it continues to look at the report in depth. If the committee had concerns these would be raised with the Senior Leadership Team who would seek to address issues.

Discussion took place around the report, the Board's oversight of performance and the improving position with delayed discharges. SLT continue to focus on improving and sustaining services.

This report was presented to the Board for awareness.

10 CODE OF CONDUCT FOR MEMBERS OF FIFE INTEGRATION JOINT BOARD

This report had been discussed at the Audit & Risk (A&R) Committee on Wednesday 9 March 2022. The Chair then introduced Norma Aitken who advised that Scottish Government approved the Model Code of Conduct in December 2021 and all Public Bodies are required to sign up to this. If approved then a copy would be sent to IJB members.

The Chair then invited Dave Dempsey, Chair of A&R to comment on discussions at the Committee before questions from Board Members. Dave advised that A&R were happy to recommend the Code of Conduct to IJB members for their approval.

The Board approved the adoption of this version of the Model Code of Conduct and associated Guidance.

11 APPROVED INTEGRATION SCHEME

The Chair introduced Nicky Connor who presented this report which has been discussed at various meetings throughout the review process.

Nicky advised that the reviewed Integration Scheme has been approved by Scottish Government and would continue to form the framework for how we work with Fife Council and NHS Fife. There are minimal changes to the original Integration Scheme.

The next step will be to revise our governance structures to discharge our responsibilities and reduce duplication. It is proposed to hold a special IJB meeting on Friday 25 April 2022 to bring forward details of the new governance structure and proposed Terms of Reference for the refreshed government committees, with a view to these being implemented following the Local Government Elections in May 2022.

The Board were assured the Integration Scheme for Fife Health and Social Care Partnership has been formally signed off by Scottish Ministers to support the integration of Health and Social Care in Fife.

12 MINUTES OF GOVERNANCE COMMITTEES / LOCAL PARTNERSHIP FORUM / ITEMS TO BE ESCALATED

Nicky Connor asked the Chairs of the Governance Committees and Local Partnership Forum for feedback from the committee's and if they had any items to escalate to the IJB.

Tim Brett - Clinical & Care Governance (C&CG) Committee – Confirmed Minute from 7 January 2022

Tim advised there was nothing to escalate from this meeting to the IJB. There had been a full discussion of the Alcohol and Drug Partnership Annual Report. A further meeting of C&CG had taken place on 4 March 2022.

David Graham - Finance & Performance (F&P) Committee - Confirmed Minute from 14 January 2022 / Verbal Update from 11 March 2022

David had nothing to escalate from either F&P meeting.

Dave Dempsey - Audit & Risk (A&R) Committee – Confirmed Minute from 13 January 2022 / Unconfirmed Minute from 9 March 2022

Dave advised he had nothing to escalate from either A&R meeting. Discussion had taken place on various risk related matters and there had been a good level of engagement.

Nicky Connor - Local Partnership Forum (LPF) – Confirmed Minute from 19 January 2022 / Confirmed Minute from 15 February 2022

Nicky advised that monthly (rather than bi-monthly) LPF meetings are currently being held given the current pressures. Winter, Covid-19, workforce, health & safety and communications and engagement continue to be priorities.

Discussion took place around staffing concerns, communication with redeployed staff, continued recruitment issues and the workforce strategy.

There was nothing to escalate from either meeting.

NO TITLE

ACTION

13 AOCB

As the Chair had not been alerted prior to the meeting of any other business to be raised under this item, the meeting was closed by updating on the dates of the next meetings.

14 DATES OF NEXT MEETINGS

INTEGRATION JOINT BOARD – FRIDAY 22 APRIL 2022 – 10.00 am

DRAFT

ACTION NOTE – INTEGRATION JOINT BOARD – FRIDAY 25 MARCH 2022

REF	ACTION	LEAD	TIMESCALE	PROGRESS
1	MINUTES OF PREVIOUS MEETING 26 NOVEMBER 2021 - AW queried Section 8 - discussion at A&R Committee re outstanding recommendations from 2020 Annual Audit and will this be reported back to IJB. NA confirmed a high-level mid-year report will be brought to provide assurance that actions are being closed off.	Audrey Valente	25 November 2022	Completed – added to workplan
2	MINUTES OF GOVERNANCE COMMITTEES / LOCAL PARTNERSHIP FORUM / ITEMS TO BE ESCALATED - Arlene Wood queried the narrative that highlights random various across falls and pressure ulcers (pg 144). Nicky Connor asked the authors of the Quality Report to review and discuss out with meeting LB/HH to organise discussion with TB/AW	Lynn Barker / Helen Hellewell	-	Completed
3	REVENUE BUDGET 2022-2023 – request for a paper/discussion at a future Development Session on Set Aside.	Audrey Valente	-	Completed – added to workplan
4	APPROVED INTEGRATION SCHEME – agreed to hold a special IJB meeting on Friday 22 April 2022 to bring forward details of new governance structure/ proposed Terms of Reference for the refreshed government committees.	Nicky Connor	22 April 2022	Completed

COMPLETED ACTIONS

FIFE INTEGRATION JOINT BOARD 2020/2021 ANNUAL AUDIT REPORT – change to wording to be made prior to final approval and signature of annual accounts.	Audrey Valente	30 November 2021	Change made, accounts signed and submitted
FIFE HEALTH AND SOCIAL CARE PARTNERSHIP ANNUAL PERFORMANCE REPORT – 2021-2022 report to be discussed at a future Development Session prior to being finalised	Fiona McKay	30 June 2021	Added to list of subjects for future Development Sessions

DRAFT



Meeting Title:	Integration Joint Board
Meeting Date:	22 April 2022
Agenda Item No:	6
Report Title:	Review of Governance Committee Structures
Responsible Officer:	Nicky Connor, Director of Health & Social Care
Report Author:	Nicky Connor, Director of Health & Social Care

1 Purpose

This Report is presented to the Board for:

- **Decision** - to sign off new governance arrangements for the new IJB which will be implemented from June 2022.

This Report relates to which of the following National Health and Wellbeing Outcomes:

- 1 People are able to look after and improve their own health and wellbeing and live in good health for longer.
- 2 People, including those with disabilities or long-term conditions, or who are frail, are able to live, as far as reasonably practicable, independently and at home or in a homely setting in their community.
- 3 People who use health and social care services have positive experiences of those services, and have their dignity respected.
- 4 Health and social care services are centred on helping to maintain or improve the quality of life of people who use those services.
- 5 Health and social care services contribute to reducing health inequalities.
- 6 People who provide unpaid care are supported to look after their own health and wellbeing, including to reduce any negative impact of their caring role on their own health and well-being.
- 7 People who use health and social care services are safe from harm.
- 8 People who work in health and social care services feel engaged with the work they do and are supported to continuously improve the information, support, care and treatment they provide.
- 9 Resources are used effectively and efficiently in the provision of health and social care services.

This Report Aligns to which of the Integration Joint Board 5 Key Priorities:

- Working with local people and communities to address inequalities and improve health and wellbeing across Fife.
- Promoting mental health and wellbeing.
- Working with communities, partners and our workforce to effectively transform, integrate and improve our services.
- Living well with long term conditions.
- Managing resources effectively while delivering quality outcomes.

2 Route to the Meeting

Fife Integration Scheme has been reviewed and was submitted to the Integration Joint Board on 25 March 2022 following Ministerial approval.

There have been Development Sessions with the Integration Joint Board throughout 2021 to review the Governance arrangements for the committees to enhance clarity and function following approval of the refreshed Integration Scheme.

Draft Terms of Reference for the proposed committees have been shared with members of the Integration Joint Board for comment and a series of drop-in sessions were held to enable fuller discussion.

3 Report Summary

3.1 Situation

Following approval of the refreshed Integration Scheme in line with the Public Bodies (Joint Working) Scotland Act 2014 and Development Sessions held with the Integration Joint Board in 2021 an updated Governance Committee Structure and wider improvement actions are presented in this paper for approval by the Integration Joint Board to be implemented from the committee cycle commencing in June 2022.

3.2 Background

The Integration Scheme has been refreshed and has been updated to reflect the current arrangements for the IJB in line with legislation. This work has now concluded, and the Scheme was formally signed off by Scottish Ministers in March 2022.

A review of governance arrangements took place in 2021 involving:

- Feedback from the Integration Scheme Group Working Group regarding areas of duplication or lack of clarity in the governance structures of the Integration Joint Board, NHS Fife and Fife Council.
- Feedback from both internal and external audit.
- A review of the Ministerial Strategic recommendations, the Public Bodies (Joint Working) Scotland Act 2014 and the Accounts Commission Audit 2018/19 of Fife Integration Joint Board.

- Learning from elsewhere including reviewing the structures of other Integration Joint Boards and learning from the Independent Review of the Governance of Edinburgh Integration Joint Board by the Good Governance Institute.
- Meeting and reflection of the experience from the IJB Chair, Vice Chair and Chairs of the committees on how governance could be strengthened.
- Development Sessions in 2021 with Fife Integration Joint Board

Areas for Improvement in the Current Governance Structures

The review identified a range of areas to strengthen Governance within the committees and Integration Joint Board including:

- Demonstrate a clear Golden Thread between the Legislative Public Bodies (Joint Working) Scotland Act 2014, Fife Strategic Plan, the approved Integration Scheme, Directions Policy and the reports and priorities considered by the IJB and its committees.
- Responsibilities of the IJB in line with the need to ensure clear focus on these to reduce the potential duplication or confusion with the responsibilities held by NHS Fife and Fife Council.
- Each committee should have a designated Chair and Vice Chair who will serve a term of office (with option to re-appoint).
- Review and rename the Audit and Risk Committee with an increased emphasis on the assurance function.
- Review and rename the Finance and Performance Committee with an increased emphasis on scrutiny.
- Review and rename the Clinical and Care Governance Committee to support a wider remit of assurance quality, participation and engagement, localities and health inequalities with clinical and care governance remaining as part of the remit in line with and contained to the IJB statutory responsibilities.
- Revise meeting cycles to provide adequate time between the committee and IJB for officers to make any changes to papers following committee scrutiny.
- Voting, Non-Voting Members and professional advisors to be invited to be part of relevant committees.
- Papers for committees will be posted on website to support public transparency.
- The documentation used to write reports will be refreshed to include public engagement, environmental and climate change impacts, professional engagement
- Both the committees and the Board will have within the terms of reference the ability to hold private and public sessions
- Review induction for IJB members.
- Support Development Sessions for the Integration Joint Board to support members in their roles.
- Ensure stronger connection to the Integrated Professional Advisory Committee, Local Partnership Forum, Strategic Planning Group, Carer's Strategy Groups, Locality Groups and participation and engagement forums.

3.3 Assessment

This section outlines the actions being taken to respond to the feedback and strengthen the review of the governance committees and IJB Governance .

Essential Functions to be Delivered through Integration Joint Board Functions

The Review of the Governance clarified that through the Integration Joint Board and the governance committees we require to assure delivery of the statutory duties for:

- Implementation of the Integration scheme
- The principles of integration
- carrying out delegated functions
- Health and wellbeing outcomes
- Strategic Planning
- Public involvement including participation and engagement
- Financial Responsibilities
- Enabling delivery of Integration through localities
- Issuing and assuring Directions for delivery to support transformation in line with the priorities of the strategic plan and delegated services
- Monitoring and reporting on performance to assure oversight of the delivery of services and national Ministerial Strategic Indicators

Fife Integration Joint Board Goals

Through the Development Sessions the Integration Joint Board described its aspirations and goals to:

- Improve outcomes for the people of Fife with a common purpose and shared values
- Enable health and social care workforce to flourish
- Increase pace and scale of Integration in Fife
- Be agile in our governance and ways of working
- Be a high performing Integration Joint Board
- Strengthen governance arrangements to meet current and future requirements and challenges
- Be a credible agent for change, enabled by a dynamic and confident approach to governance

Governance Requirements

The Board agreed the governance arrangements required to support the Integration Joint Boards responsibilities for:

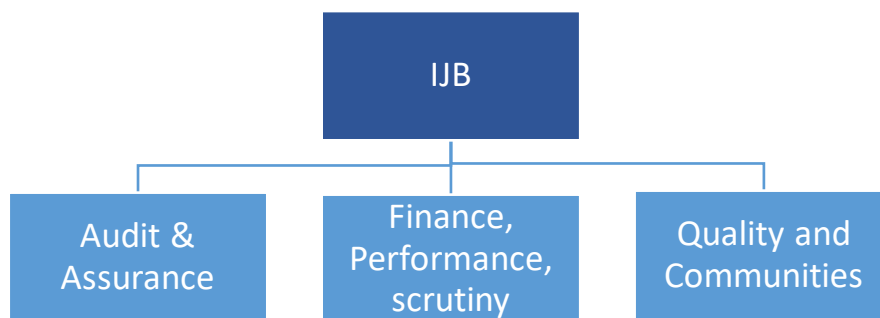
- Performance
- Clinical and Care Quality
- People – Workforce Strategy

- Finance & Best Value
- Risk
- Corporate Governance
- Strategic Planning

Governance Structure

To achieve the functions, outcomes and requirements described it is proposed that the Integration Joint Board is supported by three committees:

- Audit and Assurance – Replacing Audit and Risk Committee
- Finance, Performance and Scrutiny – replacing Finance & Performance Committee
- Quality and Communities – replacing the Clinical & Care Governance Committee



In the review of these committees there has been a strengthening of role and remit which brings greater clarity to support the functions of the IJB. There is an addition to the inclusion of a vice chair for each committee who will serve a term of office. Addition of non-voting members. The membership quoracy remains unchanged.

Fife Integration Joint Board

Fife Integration Joint Board will continue to be responsible to: steer the organisation and set strategy; Approve policy, set Direction and enable effective strategic planning; Oversee monitoring and performance; Be accountable to stakeholders through effective and ethical leadership; Approve and Issue Directions and receive assurance on implementation of delivery outcomes within the agreed resource framework; Agreeing any delegation to committees

Audit and Assurance Committee

The Audit and Assurance Committee will broadly: ensure robust risk management structures and assurance that plans are on track or that lessons are learnt; Assurance that IJB is fulfilling statutory requirements and systems are performing as required, with escalation and action; To review and continually re-assess system of governance, risk management and control, to ensure that it remains effective and fit for purpose; Oversee the annual audit programme in respect of the IJB functions; Ensure IJB structures are effective in their discharge of duties; Assure corporate governance on an annual basis. The full Terms of Reference is included in Appendix 1

Quality and Communities Committee

The Quality and Communities Committee will Broadly assure: The oversight of safe, effective, person-centred care in line with the IJB's statutory duty; Delivery of the quality aspects of integration principles, outcomes of integration; Provide professional advice and oversight of quality aspects of strategic plans and directions; Statutory functions for public involvement, participation and engagement; Oversee Carers support; Progress on the delivery of Localities; Increased non-voting membership to assure whole system engagement across statutory third and independent sector and with carer and public and trade union involvement; Professional Voice through connecting to the Integrated Professional Advisory Committee (IPAG) which is the forum that brings together professional leads across health, social work, social care, housing to enable integrated and whole system discussion in relation to delegated responsibilities. The full Terms of Reference is included in Appendix 2

Finance, Performance and Scrutiny Committee

The Finance, Performance and Scrutiny Committee will Broadly: Assure the IJB commitments in relation to finance, directions and performance; To oversee on behalf of the IJB a performance and progress reporting framework and supporting processes which provide assurance on the oversight of delivery; To receive progress reports from accountable officers on finance, performance, delivery of directions, variations etc; Do the "heavy-lifting" for the Board on: monitoring and scrutiny; meeting statutory targets and metrics; financial plan and contract and delegated responsibilities; Oversee the development and scrutinise the delivery of the Strategic Plan; Ensure wide engagement and representation in the Strategic Planning Group as a statutory function of the IJB. The full Terms of Reference is included in Appendix 3

Wider Improvement Actions

To address the wider improvement actions from the review it is proposed that:

- The reporting template is amended to include participation and engagement, sustainability and climate change impact and professional engagement. This action has been undertaken and is included as Appendix 4.
- Papers for committees from June 2022 will be posted on website to support public transparency.
- Both the committees and the Board will have within the terms of reference the ability to hold private and public sessions.
- Review induction to support new members to the Integration Joint Board.
- Deliver development sessions for the Integration Joint Board to support members in their roles.
- Refresh and re-establish the Strategic Planning Group which is a legislative requirement to oversee the development and delivery of the Strategic Plan with wide representation of stakeholders. There is a need to strengthen the connection of this group to the IJB committees.
- Refresh and re-establish Integrated Professional Advisory group which provides professional advice and oversight to the IJB and its committees including connection with all professions associated with delegated services housing and public health.

3.3.1 Quality / Customer Care

The review of the Integration scheme supports the nine National Health and Wellbeing Outcomes and will positively impact on the health and social care services for the people of Fife.

3.3.2 Workforce

There is no direct impact on workforce however the reviewed governance arrangements support greater clarity of roles and responsibilities and connection to professional advisors and workforce strategy and Local Partnership Forum.

3.3.3 Financial

No direct implications however the reviewed role of the Finance, Performance and Scrutiny Committee enhances assurance to the Integration Joint Board

3.3.4 Risk / Legal / Management

The publication of papers on the website enhances transparency. The cross checking with the requirement of legislation and the Integration scheme assures governance.

3.3.5 Equality and Diversity, including Health Inequalities

There is clear connection into the Quality and Communities Committee in relation to health inequalities, localities and participation and engagement.

3.3.6 Other Impact

Not applicable.

3.3.7 Communication, Involvement, Engagement and Consultation

The engagement as part of this review is described within the background section of this report.

3.4 Recommendations

- **Approve** the new governance committee structure to commence from June 2022.
- **Approve** the Terms of Reference for Audit and Assurance Committee.
- **Approve** the Terms of Reference for Finance, Performance and Scrutiny Committee.
- **Approve** the Terms of Reference Quality and Communities Committee.
- **Approve** the wider improvement actions to strengthen induction, IJB members development, IJB governance and transparency of information made publically available, **a refresh of the Terms of Reference for the Integrated Professional Advisory Group and the Strategic Planning Group with a report back to the IJB through the relevant governance committees by September 2022.**

4 List of Appendices

The following appendices are included with this report:

- **Appendix 1:** Terms of Reference for Audit and Assurance Committee.
- **Appendix 2:** Terms of Reference for Quality and Communities Committee.
- **Appendix 3:** Terms of Reference for Finance, Performance and Scrutiny Committee.
- **Appendix 4 –** Refreshed SBAR Report Template.

5 Implications for Fife Council

Assurance that the new governance committees are established.

6 Implications for NHS Fife

Assurance that the new governance committees are established.

7 Implications for Third Sector

Assurance that the new governance committees are established.

8 Implications for Independent Sector

Assurance that the new governance committees are established.

9 Directions Required to Fife Council, NHS Fife or Both

Direction To:		
1	No Direction Required	X
2	Fife Council	
3	NHS Fife	
4	Fife Council & NHS Fife	

Report Contact:

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**INTEGRATION JOINT BOARD
AUDIT & ASSURANCE COMMITTEE
TERMS OF REFERENCE**

PURPOSE

To provide assurance to the Integration Joint Board (IJB) that it is fulfilling all its statutory requirements and on the adequacy and effectiveness of systems of internal control and assurance, with appropriate and consistent escalation and action in accordance with the scope of services as defined in the Integration Scheme.

Enable the IJB to deliver its statutory functions in line with the Health and Wellbeing Outcomes, National and Local policy directions, statutory principles of Integration and the vision, mission and values within Fife's Strategic Plan.

COMPOSITION

Following expressions of interest from IJB members, the Chair of the Committee will agree the membership of the Audit & Assurance Committee.

This will be composed of :

Not less than 4 voting members of the IJB, in addition to Professional Advisors and identified non-voting members.

The Committee will include at least two voting members of the IJB, one from NHS Fife and one from Fife Council.

The Chair and Vice-Chair will be appointed by the Chair of the IJB from the voting members and will serve for a two-year term with an option to reappoint at the discretion of the Chair of the IJB.

The Chair of the IJB cannot be a member of the Audit and Assurance Committee.

The Chair of the Audit and Assurance Committee cannot chair any other committee of the IJB.

The Chief Finance Officer of the IJB will be the Lead Officer for the Committee. The Head of Strategic Planning, Performance Strategic Commissioning will deputise in the absence of the Lead Officer.

Internal Auditor will be invited to attend the Committee.

External Audit will be invited to attend the Committee.

Risk Manager will be invited to attend the Committee.

MEETINGS

The Audit and Assurance Committee will meet a minimum of 6 times per financial year.

Meetings of the Committee will generally be held in public, but on occasion there may be the need to discuss an item in private eg item to be discussed is commercially sensitive.

No meeting of the Audit and Assurance Committee will be rescheduled or cancelled, once agreed for the year, without prior discussion/notification with the Chair of the Committee and Lead Officer

QUORUM

The meeting shall be quorate when 2 voting members of the Committee are present, one from NHS Fife and one from Fife Council.

REMIT

- 1 Develop and approve an Annual Work Plan for the Committee beginning on 1 April each year monitoring progress throughout the year.
- 2 To review and continually reassess the IJBs view of governance, risk management and control, to assure that it remains fit for purpose.
- 3 To review and approve the annual internal audit plan and Internal Audit Charter. Assure itself of the quality of Internal Audit and approve the appointment of internal auditors.
- 4 To assure that arrangements for delegation of committee powers within the IJB structures promote independent judgement and assist with balance of power and the effective discharge of duties.
- 5 To ensure that arrangements for Directions are robust and meet the requirements of the Integration Scheme.
- 6 To review the overall Internal Control arrangements to provide assurance to the IJB and make recommendations to the IJB regarding signing of the Governance Statement.
- 7 Oversee Information Governance on behalf of the IJB.
- 8 Consider the Annual Financial Accounts and related matters before endorsing for submission and approval by the IJB.
- 9 Assure the Board of compliance with Best Value Standards as set out by Audit Scotland.
- 10 Assure the Board on training and compliance with legislation on ethics, fraud and corruption.
- 11 Assure the Board that audit recommendations have been completed and used to drive improvement.
- 12 Scrutinise the Corporate Risk Register and provide a bi-annual update on changes prior to the Corporate Risk Register being submitted to the IJB.
- 13 Review and consider Reports on Internal Control and Corporate Governance; Internal Audit and External Audit, Risk Management; Standing Orders, Financial Regulations; Annual Accounts and other matters as required. Oversee progress

against actions associated with internal and external audits.

- 14 This Committee will undertake an annual process of self-assessment/self-evaluation as directed by the Board.
- 15 This Committee will have oversight of the annual process of self-assessment/self-evaluation on behalf of the Board, to ensure the effectiveness of the self-evaluation governance process and for inclusion within the Annual Assurance Statement.
- 16 Produce an Annual Statement of Assurance (as in Section 7 of the Governance Manual) for submission to the IJB and to both partner organisations.

AUTHORITY

The Audit & Assurance Committee is authorised to investigate any activity within its Terms of Reference and to seek any information it requires from:

Any member of the Senior Leadership Team

Professional, Director or other Officers of the Board

External experts

REPORTING ARRANGEMENTS

The Audit & Assurance Committee reports directly to the IJB with minutes presented by the Committee Chair and any issues escalated for awareness and action.

The Audit & Assurance Committee will advise the Scottish Parliament Public Audit Committee of any matters of significant interest as required.

**INTEGRATION JOINT BOARD
FINANCE, PERFORMANCE & SCRUTINY COMMITTEE
TERMS OF REFERENCE**

PURPOSE

To provide assurance to the Integration Joint Board (IJB) that the financial position is kept under review and to monitor performance against key non-financial targets in accordance with the scope of services as defined in the Integration Scheme.

To ensure that arrangements are in place to secure best value in the use of all resources and that arrangements work effectively.

Scrutinise the resources available to the IJB to ensure performance is delivered through delegated services to the people of Fife in line with the Strategic Plan.

Enable the IJB to deliver its statutory functions in line with the Health and Wellbeing Outcomes, National and Local policy directions, and statutory principles of Integration and the vision, mission and values within Fife's Strategic Plan.

COMPOSITION

Following expressions of interest from IJB members, the Chair of the Committee will agree the membership of the Finance, Performance & Scrutiny Committee.

This will be composed of :

Not less than 4 voting members of the IJB, in addition to Professional Advisors and identified non-voting members. The Committee will include at least two voting members of the IJB, one from NHS Fife and one from Fife Council.

The Chair and Vice-Chair will be appointed by the Chair of the IJB from the voting members and will serve for a two-year term with an option to reappoint at the discretion of the Chair of the IJB.

The Head of Strategic Planning, Performance Strategic Commissioning will be the Lead Officer for the Committee. The Chief Finance Officer will deputise in the absence of the Lead Officer.

A member of this Committee will also be a member of the Strategic Planning Group.

MEETINGS

The Finance, Performance and Scrutiny Committee will meet a minimum of 6 times per financial year, in line with the reporting cycle for the IJB.

Meetings of the Committee will generally be held in public, but on occasion there may be the need to discuss an item in private eg item to be discussed is commercially sensitive.

No meeting of the Finance, Performance and Scrutiny Committee will be rescheduled or cancelled, once agreed for the year, without prior discussion/notification with the Chair of the Committee and Lead Officer.

QUORUM

The meeting shall be quorate when 2 voting members of the Committee are present, one from NHS Fife and one from Fife Council.

REMIT

- 1 Develop and approve an Annual Work Plan for the Committee beginning on 1 April each year monitoring progress throughout the year.
- 2 To oversee, on behalf of the IJB, a Performance Framework which provides assurance to the IJB that there is a fit for purpose reporting structure in place.
- 3 To receive and scrutinise progress reports from accountable officers on finance, performance, transformation and delivery of the priorities within the Strategic Plan.
- 4 Monitor and scrutinise the use of all resources available to the IJB.
- 5 Review and scrutinise the IJB's Medium Term Financial Strategy, any in year savings and Recovery Plans in support of the Strategic Plan prior to it being approved by the IJB.
- 6 Review and scrutinise annual budgets with recommendations to the IJB.
- 7 Review and scrutinise reserves and additional funding.
- 8 Monitor and provide detailed scrutiny on Finance and Performance Risks on behalf on the IJB.
- 9 Oversee the implementation of and scrutinise a Transformation and Change Programme in line with the Strategic Plan.
- 10 Ensure that the Chief Officer establishes and implements satisfactory arrangements for reviewing and appraising service performance against set objectives and the performance indicators.
- 11 Directions issued by the IJB will be scrutinised and monitored by this Committee to ensure partners are complying as instructed.
- 12 Receive regular reports on the performance indicators and review outcomes.
- 13 Report to the IJB on resources required to carry out Performance Reviews and related processes.
- 14 Report to NHS Fife and Fife Council on the performance and financial position of the IJB and respond to requests for information from NHS Fife and Fife Council.
- 15 Review, monitor and scrutinise delivery of the Strategic Plan making any recommendations as appropriate to the IJB for approval.

- 16 This Committee will undertake an annual process of self-assessment/self-evaluation as directed by the Board.
- 17 Produce an Annual Statement of Assurance (as in Section 7 of the Governance Manual) for submission to the IJB and to both partner organisations.

AUTHORITY

The Finance, Performance & Scrutiny Committee is authorised to investigate any activity within its Terms of Reference and to seek any information it requires from:

Any member of the Senior Leadership Team.

Professional, Director or other Officers of the Board.

External experts.

REPORTING ARRANGEMENTS

The Finance, Performance & Scrutiny Committee reports directly to the IJB with minutes presented by the Committee Chair and any issues escalated for awareness and action.

DRAFT

**INTEGRATION JOINT BOARD
QUALITY & COMMUNITIES COMMITTEE
TERMS OF REFERENCE**

PURPOSE

To provide assurance to the IJB on the systems for delivery of safe, effective, person-centred care in line with the IJB's statutory duty for the quality of health and care services in line with the Integration Scheme. in accordance with the scope of services as defined in the Integration Scheme.

To provide assurance to the IJB that integrated clinical and care governance is being discharged within the Partnership in relation to the statutory duty for quality of care and that this is being led professionally and clinically.

To evaluate assurance to the IJB about strategic approach to locality capacity building, locality working, community development, participation and, engagement in order to reduce health inequality.

Enable the IJB to deliver its statutory functions in line with the Health and Wellbeing Outcomes, National and Local policy directions, and statutory principles of Integration and the vision, mission and values within Fife's Strategic Plan.

COMPOSITION

Following expressions of interest from IJB members, the Chair of the Committee will agree the membership of the Quality & Communities Committee

This will be composed of :

Not less than 4 members of the IJB, excluding the Advisors (Associate Medical Director, Associate Nurse Director, Principal Social Work Officer and Head of Strategic Planning, Performance and Commissioning).

The Committee will include at least two voting members of the IJB, one from NHS Fife and one from Fife Council.

The Chair and Vice-Chair will be appointed by the Chair of the IJB from the voting members and will serve for a two-year term with an option to reappoint at the discretion of the Chair of the IJB.

The Associate Medical Director is the current Lead Officer for the Committee. The Associate Nurse Director and Principal Social Work Officer will deputise / rotate as Lead Officer.

The Head of Strategic Planning, Performance and Commissioning will attend as adviser for Localities, Participation and Engagement.

MEETINGS

The Quality & Communities Committee will meet a minimum of 6 times per financial year.

Meetings of the Committee will generally be held in public, but on occasion there may be the need to discuss an item in private eg item to be discussed is commercially sensitive.

No meeting of the Quality & Communities Committee will be rescheduled or cancelled, once agreed for the year, without prior discussion/notification with the Chair of the Committee and Lead Officer.

QUORUM

The meeting shall be quorate when 2 voting members of the Committee are present, one from NHS Fife and one from Fife Council

REMIT

- 1 Develop and approve an Annual Work Plan for the Committee beginning on 1 April each year monitoring progress throughout the year.
- 2 To provide the strategic direction for development of clinical and care governance within the Partnership and to ensure its implementation through Directions to Partners.
- 3 To monitor the implementation of Locality Plans and to receive assurance that services of the highest quality are being delivered.
- 4 To seek assurance that the principles of locality working and participation and engagement underpin all planning and delivery activities..
- 5 To assure the IJB that services respond to requirements arising from regulation, accreditation and other inspections recommendations.
- 6 To seek assurance that the services provided are high quality, safe, effective, person-centred and provide best value.
- 7 To provide strategic focus and stimulus on long-term issues relevant to the vision and purpose of the IJB.
- 8 To provide protected time and space for consideration of the core narratives for change and transformation in line with the Strategic Plan.
- 9 Monitor the integrated clinical care governance activity being delivered within the Health and Social Care Partnership and provide assurance to the IJB that the mechanisms, activity and planning are supported and delivered effectively.
- 10 Oversee the integrated clinical and care governance and risk management activities in relation to the development and delivery of the Plan for Fife, the Population Health and Wellbeing Strategy and the Health and Social Care Strategic Plan.
- 11 Escalate issues arising from this Committee to the Integration Joint Board.
- 12 Escalate any issues to the NHS Fife Clinical Governance Committee and the relevant Fife Council Scrutiny Committee if serious concerns are identified about the quality and safety of care in the services across the Health and Social Care Partnership.
- 13 Monitor integrated clinical and care governance risk register on behalf of the IJB.

- 14 Assure the IJB that appropriate and effective clinical and care governance mechanisms and structures are in place for clinical and care governance throughout the whole of the Health and Social Care Partnership.
- 15 This Committee will undertake an annual process of self-assessment/self-evaluation as directed by the Board.
- 16 Produce an Annual Statement of Assurance (as in Section 7 of the Governance Manual) for submission to the IJB and to both partner organisations.

AUTHORITY

The Quality & Communities Committee is authorised to investigate any activity within its Terms of Reference and to seek any information it requires from:

Any member of the Senior Leadership Team.

Professional, Director or other Officers of the Board.

External experts.

REPORTING ARRANGEMENTS

The Quality & Communities Committee reports directly to the IJB with minutes presented by the Committee Chair and any issues escalated for awareness and action.



Fife Health & Social Care Partnership

Supporting the people of Fife together

Text requirements are: Font – Arial; Font Size – 12; Text Alignment – Left

Please delete all instruction in red once document is finished

- Meeting Title:** Meeting Name
- Meeting Date:** Date
- Agenda Item No:** 1
- Report Title:** Title of Report
- Responsible Officer:** Full Name and Title of Responsible Lead Officer
- Report Author:** Full Name and Title of Report Author
- 1 Purpose** *(Please select the most appropriate item(s) from section and delete the others)*

This Report is presented to the Board for:

- Assurance
- Discussion
- Decision
- Direction

This Report relates to which of the following National Health and Wellbeing Outcomes: *(delete as appropriate):*

- 1 People are able to look after and improve their own health and wellbeing and live in good health for longer.
- 2 People, including those with disabilities or long-term conditions, or who are frail, are able to live, as far as reasonably practicable, independently and at home or in a homely setting in their community.
- 3 People who use health and social care services have positive experiences of those services, and have their dignity respected.
- 4 Health and social care services are centred on helping to maintain or improve the quality of life of people who use those services.
- 5 Health and social care services contribute to reducing health inequalities.
- 6 People who provide unpaid care are supported to look after their own health and wellbeing, including to reduce any negative impact of their caring role on their own health and well-being.
- 7 People who use health and social care services are safe from harm.

- 8 People who work in health and social care services feel engaged with the work they do and are supported to continuously improve the information, support, care and treatment they provide.
- 9 Resources are used effectively and efficiently in the provision of health and social care services.

This Report Aligns to which of the Integration Joint Board 5 Key Priorities: *(delete as appropriate):*

- Working with local people and communities to address inequalities and improve health and wellbeing across Fife.
- Promoting mental health and wellbeing.
- Working with communities, partners and our workforce to effectively transform, integrate and improve our services.
- Living well with long term conditions.
- Managing resources effectively while delivering quality outcomes.

2 Route to the Meeting

This has been previously considered by the following groups as part of its development. The groups have either supported the content, or their feedback has informed the development of the content presented in this report.

- Committee/Group/Meeting Name, date written as 1 January 2022. Include any key feedback in support of or influencing amendment to the final paper being presented to the IJB.
- Committee/Group/Meeting Name, date written as 1 January 2022. Include any key feedback in support of or influencing amendment to the final paper being presented to the IJB.

Route Following the Meeting *(This is for Senior Leadership Team use only and will not be included in the main report to the IJB):*

Please provide details of where report will go once discussed at this meeting eg SLT Formal (Assurance/Business/Strategic); Governance Committee (specify which); Integration Joint Board – or Not Applicable if dealt with at this meeting.

SLT Assurance	
SLT Business	
SLT Strategic	
Audit & Assurance	
Finance, Performance & Scrutiny	
Quality & Communities	
Integration Joint Board	
Not Applicable	Issue Dealt With

3 Report Summary

3.1 Situation

Provide a concise statement of the situation. Why is this being brought to the meeting's attention? What is the strategic context? What are members being asked to do? (Cross-reference with Recommendation Section below).

3.2 Background

Provide pertinent information relating to the situation. Summarise issues of significance and relevant legislation.

3.3 Assessment

Provide analysis of the situation and considerations. Assess the current position, identifying any organisational risks, stakeholder considerations and evidence base to help inform decision making. This section should be the bulk of the paper.

3.3.1 Quality / Customer Care

Describe any positive and negative impact on quality of care and services.

3.3.2 Workforce

Describe any positive and negative impacts on staff, including resources, staff health and wellbeing.

3.3.3 Financial

Describe the financial impacts (capital, revenue and efficiencies) and how this will be managed.

3.3.4 Risk / Legal / Management

Describe relevant risk assessments/mitigations or legal matters.

3.3.5 Equality and Diversity, including Health Inequalities

State how this supports the Public Sector Equality Duty, Fairer Scotland Duty and the Board's Equalities Outcomes.

An impact assessment has been completed and is available at

Or An impact assessment has not been completed because

3.3.6 Environmental / Climate Change

Describe any positive or negative impacts on the environment/ climate change and how this supports the aims of the Fife Community Planning Partners Climate Change (Sustainable Energy and Climate Change Action Plan 2020 – 2030

[ClimateActionPlan2020_summary.pdf \(fife.gov.uk\)](#)

3.3.7 Other Impact

Describe other relevant impact.

3.3.8 Communication, Involvement, Engagement and Consultation

If relevant, the Integration Joint Board has carried out its duties to involve and engage:

- *Communities and the public in line with the agreed participation and engagement strategy*
- *Our partners, Fife Council, NHS Fife, Third Sector and Independent Sector)*
- *Our Services and Professional Leads, where appropriate (e.g. Senior Leadership Team, Integrated Professional Advisory Group and Strategic Planning Group):*

State how this has been carried out and note any meetings that have taken place.

- Stakeholder/Group Name, date written as 1 January 2022.
- Stakeholder/Group Name, date written as 1 January 2022.

4.4 Recommendation

State the action being requested. Use one of the following directions for the meeting. No other terminology should be used.

- **Assurance** – assure members of current position
- **Discussion** – examine and consider the implications of a matter
- **Decision** – agree / disagree
- **Direction** – issuing of a clear and concise Direction to partners

5 List of Appendices

The following appendices are included with this report:

Appendix 1 – Document Title

Appendix 2 – Document Title

Please do not embed documents into this SBAR

6 Implications for Fife Council

7 Implications for NHS Fife

8 Implications for Third Sector

9 Implications for Independent Sector

10 Directions Required to Fife Council, NHS Fife or Both (must be completed)

Direction To:		
1	No Direction Required	
2	Fife Council	
3	NHS Fife	
4	Fife Council & NHS Fife	

11 To Be Completed by SLT Member Only (must be completed)

Lead	
Critical	
Signed Up	
Informed	

Report Contact

Author Name: **Name**

Author Job Title: **Job Title**

E-Mail Address: **E-Mail Address**