

Finance and Resources Committee

10.00, Thursday, 23 May 2019

Contract Waiver for the Edinburgh Health and Social Care Partnership

Executive/routine
Wards
Council Commitments

1. Recommendations

- 1.1 To note the decision taken under urgency provisions, as described in section 4.1 of the Committee Terms of Reference and Delegated Functions, by the Chief Officer of the Edinburgh Integration Joint Board with the Convenor of the Finance and Resources Committee, to award a contract, via waiver, to the Good Governance Institute to ensure continuity of support.

Judith Proctor

Chief Officer of the Edinburgh Integration Joint Board

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Contract Waiver for the Edinburgh Health and Social Care Partnership

2. Executive Summary

- 2.1 This report advises Committee of actions taken to award a contract, via waiver, under the Urgency Procedure (section 4.1 of the Committee Terms of reference and Delegated Functions) to the Good Governance Institute, to provide support to the Edinburgh Integration Joint Board (EIJB).

3. Background

- 3.1 The EIJB Chief Officer initiated a review of the governance systems and processes of the Board on coming into the post in May 2018. This was in recognition of the extent and complexity of the role of the EIJB and its growing maturity as a distinct entity as set out in the Public Bodies (Joint Working)(Scotland) Act of 2014.
- 3.2 Given the extent and scope of this review, the Chief Officer commissioned external, independent expertise to support the review. The review was commissioned from the Good Governance Institute and concluded that, overall, the EIJB does need to take action to strengthen its governance.
- 3.3 The review set out a series of 18 recommendations which support that strengthening of arrangements, as well as the longer term strategic ambitions and transformation potential of health and social care in Edinburgh.
- 3.4 The report recommended that changes and improvements to the governance of the EIJB would be developmental and would require the commitment of EIJB members over time. This report was considered and approved by the EIJB in December 2018 who agreed to all 18 recommendations and agreed that a further programme of work should be instigated as quickly as possible to implement the improvements set out in the report.

4. Main report

- 4.1 The Good Governance Institute was appointed in August 2018 to carry out a review of the governance systems and processes of the EIJB.
- 4.2 A report was presented to the EIJB in December 2018 which concluded that the EIJB does need to take action to strengthen its governance processes and which made a series of 18 recommendations about how this could be done.
- 4.3 The report recognised that the work to develop the EIJB and strengthen its governance would be developmental, rather than a “one off fix” and that it would require the commitment of EIJB members over time.
- 4.4 It was recommended that a governance partner was identified to work with the IJB on the following priorities:
 - To provide specialist governance advice, support and capacity to EIJB in relation to implementation of the governance review, the related action plan and the Good Governance Handbook and in respect of on-going strategic and practical governance issues;
 - To develop and deliver a year-long Board development programme;
 - To support the implementation of new Board committee structures with effect from April 2019;
 - To provide bespoke briefing and support to the leadership of EIJB in fulfilling their governance roles and responsibilities, using up-to-date intelligence; and
 - To support the development of the programme office as a key element in the sustainable governance of the EIJB.
- 4.5 The EIJB approved the report and all of its recommendations and agreed that action should be taken as quickly as possible to begin to implement the findings of the report.
- 4.6 The strengthening of the EIJB governance processes will be a key contributor to the success of the developing transformation programme and the delivery of the ambitions outlined in the draft Strategic Plan. As such, it is essential that this important work begins as soon as possible.
- 4.7 The Good Governance Institute has proven experience in implementing governance improvement and has worked with a number of other IJBs across Scotland on similar work programmes, displaying a clear grasp of the particular legislative environment within which IJBs operate. Engaging the Good Governance Institute to deliver the next phase of work will provide continuity of approach and ensure a swifter implementation, as they already have a firm understanding of the context and aims of the development programme.
- 4.8 On this basis, the decision was taken to award the contract, via waiver, to the Good Governance Institute. This was done under the Urgency Procedure (section 4.1 of the Committee Terms of Reference and Delegated Functions).

- 4.9 The decision was taken by the Chief Officer of the EIJB, in consultation with the Convenor of the Finance and Resources Committee, subject to the matter being reported to the next meeting of the Committee.

The value of the contract is £80,000 with up to a further £20,000 allowed for expenses. These fees will be contained within the Edinburgh Health and Social Care Partnership's existing revenue budget for the financial year 2019/2020.

5. Next Steps

- 5.1 As the decision to award the contract has already been taken, the next steps will be to begin the development programme with the EIJB and progress the implementation of the approved recommendations.

6. Financial impact

- 6.1 The value of the waiver will be £80,000, plus up to a further £20,000 for expenses. This will be contained within the existing revenue budget for 2019/2020.
- 6.2 There is some risk of challenge due to non-compliance with the Procurement Reform Act 2014.
- 6.3 Contract Standing Order 9 provides an option to waive standing orders where the requirement is in the Council best interest having regard for best value, risk, principles of procurement and the impact upon service users.

7. Stakeholder/Community Impact

- 7.1 The decision to award this contract via waiver has been reached with the agreement of the EIJB and in consultation with the Convenor of the Finance and Resources Committee.
- 7.2 The award of this contract will ensure that the current governance of the EIJB is strengthened, helping to support delivery of the transformation programme and Strategic Plan.
- 7.3 There are no adverse impacts relating to carbon, climate change or sustainable development arising from the contents of this report.

8. Background reading/external references

- 8.1 [Report to the Edinburgh Integration Joint Board, December 2018: Governance Review](#)

9. Appendices

None.