

REPORT

Edinburgh Integration Joint Board Governance Report

Edinburgh Integration Joint Board

21 July 2020

Executive Summary	<p>The purpose of this report is to provide the Edinburgh Integration Joint Board (EIJB) with an update on the following areas of governance:</p> <ol style="list-style-type: none"> 1. Resumption of committees 2. 2021 calendar of meeting for the EIJB 3. Terms of Reference for Committees <p>This report proposes to resume committees from the end of July, proposes 2021 meeting dates for the EIJB meetings and development sessions and gives an update on the Terms of Reference (TORs) for committees.</p>
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Recommendations	<p>It is recommended that the Edinburgh Integration Joint Board:</p> <ol style="list-style-type: none"> 1. Agree to the resumption of committees with the proposed changes contained within this report 2. Agree the 2021 dates for the EIJB meetings and development sessions. 3. Agree the Terms of Reference for EIJB committees
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Directions

Direction to City of Edinburgh Council, NHS Lothian or both organisations		
	No direction required	✓
	Issue a direction to City of Edinburgh Council	
	Issue a direction to NHS Lothian	

	Issue a direction to City of Edinburgh Council and NHS Lothian	
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Report Circulation

1. This report has not been circulated to any EIJB committee, however the TORs have been agreed by their respective committees.

Main Report

Resumption of Committees

2. The EIJB agreed at its meeting on 14 April 2020 to suspend Board and committee meetings until the end of June 2020.
3. As staff continue to deal with the Covid19 pandemic, and have limited operational capacity, it is not possible to operate the EIJB committees in the same way as before. Therefore, this paper proposes some options to allow resumption of committees from the end of July 2020.
4. It is proposed the following changes would support the resumption of committees:
 - a. Papers (agenda and reports) will be sent out 5 days before committee
 - b. The length of committees would be reduced from 2 ½ hours to 1 ½ hours
 - c. The Executive Lead in consultation with the Chair would consider / review the annual cycle of business to allow for streamlined agendas
 - d. Committees will meet virtually to the end of 2020, as staff will not be returning to the office until October 2020 at the earliest
5. The biggest proposed change is to the agenda planning process. There would be no agenda planning meeting, however the Executive Lead would have a virtual meeting with the Chair to discuss and agree the agenda (which should reflect the annual cycle of business) and proposed reports for committee. A draft agenda will be shared, but draft reports will not be circulated.
6. Subject to agreement with the Chairs, it is proposed that committees will resume at the end of July, on a phased approach and will utilise the committee dates previously agreed.

7. Therefore, it is proposed that the committees will meet on the following dates:
 - a. Clinical and Care Governance Committee - 6 August
 - b. Performance and Delivery Committee - 19 August
 - c. Strategic Planning Group - 15 September
 - d. Futures Committee - 9 September
8. The one exception to this would be the Audit and Assurance Committee, where due to the timeline for scrutinising the unaudited accounts and receiving the Internal Audit opinion, the Audit and Assurance Committee will meet on the 28 July.
9. It is proposed the arrangements for committees would run to the end of December 2020, and a report will be submitted to the EIJB on 15 December reviewing these arrangements.

Calendar of meetings

10. Standing Orders require the EIJB to agree its calendar of meetings. The current schedule runs until December 2020. This report also proposes dates for EIJB and development sessions for 2021. The recommended dates are as follows:

EIJB dates

- a. Tuesday 2 February
- b. Tuesday 9 March - Budget setting EIJB
- c. Tuesday 27 April
- d. Tuesday 22 June
- e. Tuesday 17 August
- f. Tuesday 14 September – Annual Accounts only / development session
- g. Tuesday 26 October
- h. Tuesday 7 December

EIJB development session dates

- i. Tuesday 12 January
- j. Monday 25 January
- k. Thursday 25 February
- l. Wednesday 17 March
- m. Tuesday 18 May
- n. Tuesday 14 September
- o. Tuesday 5 October
- p. Tuesday 2 November

- q. Tuesday 23 November
- r. Tuesday 14 December

11. Most meetings are proposed for a Tuesday morning, however some of the development sessions are proposed for other days to avoid clashes with other Council committees scheduled. All meetings will run from 10am – 1pm. There are additional development sessions scheduled for October, November and December to allow for the development of the 22/23 IJB budget.
12. Considering the current position with Covid19, the intention at this point is the 2021 meetings will be carried out virtually via Microsoft Teams. However, the position on the meeting arrangements for 2021 will be reviewed as part of the report coming to the EIJB on the 15 December 2020 on the interim committee arrangements.

Terms of Reference

13. The EIJB agreed at its meeting of 14 December 2018 to implement the recommendations of the independent review of its governance undertaken by the Good Governance Institute (GGI). This included a revised committee structure, with revised Terms of Reference (TORs).
14. TORs for each for the committee was presented to the EIJB on 21 June 2019. The EIJB agreed the TORs in principle, however each committee would comment on the TORs at the end of the first cycle and report back to the EIJB within two cycles.
15. Each Committee has now met and formally agreed their respective TORs which are included as Appendix 1 – 5 of this report. Therefore, this report is asking the EIJB to formally approve the TORs for the EIJB committees.
16. There have been no material changes to the TORs compared with the version submitted to the EIJB on 21 June 2019. The main changes are:
 - a. a change in non-voting membership on Performance and Delivery from four to two members
 - b. a change in quorum from four to two members on Strategic Planning Group
17. The other changes include amendments to the core duties of committees and slight amendments to wording or language.

Implications for Edinburgh Integration Joint Board

Financial

18. There are no financial implications arising from this report.

Legal / risk implications

19. This report is asking the EIJB to agree the TORs for its committees, which will strengthen the EIJB's governance arrangements and mitigate any risks arising.

Equality and integrated impact assessment

20. An equality and integrated impact assessment is not required in this instance.

Environment and sustainability impacts

21. The proposal to meet virtually until the end of 2020, will have positive environmental impacts in terms of reducing the amount of travelling the EIJB will have to undertake.

Quality of care

22. Enhancing and establishment of new committees and the subsequent agreement of TORs provides the EIJB with a robust governance structure. The EIJB has a strengthened focus on quality of care through its Clinical and Care Governance Committee and Performance and Delivery Committee.

Consultation

23. The elements of this paper relating to the resumption of committees have been developed in consultation with the Chair and Vice Chair.
24. In terms of the dates for the EIJB meetings and development sessions, have been done in consultation with the Chair and Vice Chair and EIJB members have been given advanced sight of the proposed dates. The dates have also been checked with Committee Services within Edinburgh City Council and NHS Lothian to ensure there are no formal committee clashes.
25. EIJB members have had the opportunity to comment on the TORs for their respective committees.

Report Author

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Background Reports

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Appendices

Appendix 1	Audit and Assurance Committee Terms of Reference
Appendix 2	Clinical and Care Governance Committee Terms of Reference
Appendix 3	Futures Committee Terms of Reference
Appendix 4	Performance and Delivery Committee Terms of Reference
Appendix 5	Strategic Planning Group Terms of Reference

Appendix 1

Edinburgh Integration Joint Board Audit and Assurance Committee Terms of Reference

1. Constitution of the Committee

1.1 The Audit and Assurance Committee is a statutory Committee established by the Integration Joint Board to monitor, review and report to the Board on the suitability and efficacy of the Partnership's provisions for governance, risk management and internal control.

2. Purpose and function

2.1 The purpose and function of the Committee is to:

- a) provide assurance to the Integration Joint Board that it is fulfilling all its statutory requirements and all systems are performing as required, with appropriate and consistent escalation of notice and action;
- b) review and continually re-assess their system of governance, risk management, and control, to ensure that it remains effective and fit for purpose;
- c) approve and oversee the annual audit programme in respect of the Integration Joint Board's services;
- d) develop Integration public reporting of the Integration Joint Board as an independent, objective process; and
- e) ensure that its arrangements for delegation within the Integration Joint Board structures promote independent judgement and assist with the balance of power and the effective discharge of duties.

3. Authority

3.1 The Committee is:

- a) a statutory Committee of the Integration Joint Board reporting directly to the Integration Joint Board, and has no executive powers, other than those specifically delegated in these Terms of Reference;
- b) authorised by the Board to investigate any activity within its Terms of Reference, to seek any information it requires from any employee of an organisation within the Partnership, and to invite any employee to provide information by request at a meeting of the Committee to support its work, as and when required, taking due cognisance of their employing organisation's policies and procedures in doing so; and
- c) authorised by the Integration Joint Board to require the attendance of individuals and authorities from outside the Partnership with relevant experience and expertise if it considers this necessary for the exercise of its functions, including whatever professional advice it requires (as advised by the Executive Lead of the Committee and / or office of the Chief Officer).

4. Membership and quorum

Membership

- 4.1 Members of the Committee shall be appointed by the Integration Joint Board and shall be made up of 4 Voting Members of the IJB, drawn equally from NHS Lothian and The City of Edinburgh Council. 2 non-voting members of the IJB will also be appointed by the Board as non-voting members of the Committee.
- 4.2 One of the Voting Members will be appointed by the Integration Joint Board as the Chair of the Committee. The Chair will be rotated between Voting members on a basis agreed by the Integration Board to ensure a suitable balance between partner organisations is maintained across the five main committees of the IJB.
- 4.3 A further Voting Member of the Committee can assume the role of Chair in the formal absence of the appointed Chair, with the agreement of the Committee members.

- 4.4 The Executive Lead (the Chief Finance Officer) or a designated alternative from the Office of the Chief Officer, will be in attendance at all meetings of the committee.
- 4.5 The Chair of the Integration Joint Board and the Chief Officer shall not be members of the Committee, but they may be in attendance.
- 4.6 Other than as specified above, only members of the Committee have the right to attend Committee meetings. Other non-Committee members may be invited to attend and assist the Committee from time to time, according to particular items being considered and discussed.
- 4.7 Members and attendees are able to attend Committee meetings in person, by telephone, or by other electronic means. Members in attendance by electronic means will count towards the quorum.
- 4.8 Secretariat support will be provided by a combination of the Office of the Chief Officer and CEC Committee Services' team.
- 4.9 All members of the Committee shall receive training and development support before joining the Committee and on a continuing basis to ensure their effectiveness as members, supported by a performance assessment process, as agreed by the Integration Joint Board.
- 4.10 An attendance record shall be held for each meeting and an annual register of attendance will be included in the annual report of the Committee to the Board.
- 4.11 The Chief Officer and other members of the Executive team should be invited to attend as appropriate with an expectation that if invited they should attend in person. In addition, the Chief Officer should be required to attend, at least annually, to discuss the process for assurance that supports the Annual Governance Statement.
- 4.12 External Audit and Internal Audit representatives will meet at least annually and be invited to meet Committee members prior to the formal conduct of the business of the meeting without members of the Executive present.

Quorum

- 4.13 The quorum necessary for the transaction of business shall be 4 members, as defined in 4.1 above.
- 4.14 A duly convened meeting of the Committee at which a quorum is present shall be competent to exercise all or any of the authorities, powers and discretions delegated to the Committee

5. Duties

- 5.1 The Committee will undertake the duties detailed in the NHS Audit Committee Handbook (HFMA latest edition). The Committee will carry out the duties below for the Partnership and major subsidiary undertakings as a whole, as appropriate. The Committee will set an annual plan for its work to form part of the Board's Annual Cycle of Business, and report to the Board on its progress. The duties of the Committee will include:

5.1.1 Financial reporting

The Committee will:

- a) ensure that the systems for financial reporting to the Integration Joint Board, including those of budgetary control, are subject to review as to the completeness and accuracy of the information provided;
- b) ensure the integrity of the Annual Report and Financial Statements of the Integration Joint Board before submission to the Integration Joint Board, and any other formal announcements relating to its financial performance, reviewing significant reporting issues and judgements that they contain, and including the meaning and significance of the figures, notes and significant changes; accounting policies and practices followed, and significant changes; explanation of estimates or provisions having material effect; the schedule of losses and special payments and any reservations and disagreements between internal and external auditors, and the executive directors, which are not resolved;
- c) review summary financial statements, significant financial returns to regulators and any financial information contained in other official documents, including the Annual Governance Statement;

- d) review the consistency of, and changes to, accounting policies across the Integration Joint Board and its subsidiary undertakings including the operation of, and proposed changes to, the Corporate Governance Manual, Standing Orders, Standing Financial Instructions, Scheme of Delegation and Reservation of Powers, Matters Reserved to the Board and Standards of Business Conduct, including maintenance of registers and the Fraud Response Plan;
- e) review the methods used to account for significant or unusual transactions where different approaches are possible (including unadjusted mis-statements in the financial statements);
- f) review whether the Integration Joint Board has followed appropriate accounting standards and made appropriate estimates and judgements, taking into account the views of the External Auditor;
- g) review the clarity of disclosure in the Integration Joint Board's financial reports and the context in which statements are made.

5.1.2 Governance, risk management and internal control

The Committee will review:

- a) the establishment and maintenance of an effective system of Integration governance, risk management and internal control, across the whole of the Integration Joint Board's activities (both clinical and non-clinical), that supports the achievement of the organisation's objectives;
- b) the risk environment of the Integration Joint Board to ensure that the governance system is adequately addressing the full range of current, and potential future, risks;
- c) the adequacy of risk and control related disclosure statements, in particular the Annual Governance Statement, together with the Head of Internal Audit Opinion, External Audit Opinion or other appropriate independent assurances, prior to endorsement by the Integration Joint Board;
- d) the Board Assurance Framework and processes that indicate the degree of the achievement of the Board's priorities, the effectiveness of the

management of principal risks and the appropriateness of the above disclosure statements;

- e) the policies for ensuring compliance with relevant regulatory, legal and code of conduct requirements, any related reporting and self-certifications, and work related to counter fraud and security, as required by NHS Scotland Counter Fraud Services;
- f) the policies for managing and investigating complaints and legal claims against the Integration Joint Board; and
- g) the Register of Members' Interests; and Register of Gifts and Hospitality on a regular basis, and not less than annually.

5.1.3. Internal audit and counter fraud

The Committee will:

- a) ensure that there is an effective Internal Audit function that meets the *Public Sector Internal Audit Standards* and provides appropriate independent assurance to the Committee, Chief Officer, and Integration Joint Board;
- b) consider and approve the Internal Audit Strategy and Annual Plan, and ensure it has adequate resources and access to information, including the Board Assurance Framework, to enable it to perform its function effectively and in accordance with the relevant professional standards. The Committee will also ensure the function has adequate standing and is free from management or other restrictions;
- c) review all reports from the Internal and External Auditors which identify "limited assurance" or "no assurance";
- d) review and monitor the Executive Management's responsiveness to the findings and recommendations of audit reports, and ensure coordination between Internal and External Auditors to optimise use of audit resource;
- e) meet the Head of Internal Audit on a formal basis, at least once a year, without Executive directors or management, to consider issues arising from the internal audit programme and its scope and impact. The Head of

Internal Audit will be given the right of direct access to the Chair of the Committee, Chief Officer, Integration Joint Board and to the Committee;

- f) assure itself that the Integration Joint Board has policies and procedures for all work related to fraud and corruption in line with requirements of NHS Scotland Counter Fraud Services;
- g) assess the effectiveness of Counter Fraud services once every five years through a full process of review; and
- h) monitor the implementation of the policy on standards of business conduct for directors and staff (i.e. Codes of Conduct and Accountability) in order to offer assurance to the Integration Joint Board on probity in the conduct of the Integration Joint Board's business.

5.1.4 External audit

The Committee will:

- a) approve the External Auditor's remuneration and terms of engagement, including fees for audit or non-audit services and the appropriateness of fees, to enable an adequate audit to be conducted;
- b) agree and review the policy regarding the supply of non-audit services by the External Auditor and monitor that service, taking into account relevant ethical guidance;
- c) review and monitor the External Auditors' independence and objectivity and the effectiveness of the audit process. In particular, the Committee will review the work and findings of the External Auditors and consider the implications and management's responses to their work;
- d) meet the External Auditor at least once a year, without management being present; to discuss their remit and any issues arising from the audit;
- e) establish with the External Auditors, the nature and scope of the audit, as set out in the annual plan before the audit commences; and
- f) review all External Audit reports, including the report to those charged with governance (before its submission to the Integration Joint Board) and

any work undertaken outside the annual audit plan, together with the appropriateness of management responses.

5.1.5 Other board assurance functions

The Committee will:

- a) review the findings of other significant assurance functions, both internal and external, and consider the implications for the governance of the Integration Joint Board. These will include, but not be limited to, any reviews undertaken by Audit Scotland, Health and Social Care Regulators, and professional bodies with responsibility for the performance of staff or functions;
- b) review the work of other Committees within the organisation and its subsidiaries, whose work can provide relevant assurance to the Audit and Assurance Committee's own scope of work and in relation to matters of quality affecting the Board Assurance Framework, including the Clinical and Care Quality Committee, the Performance and Delivery Committee, Strategic Planning Group and Futures Committee;
- c) ensure there is no duplication of effort between the Committees, and that no area of assurance is missed as part of its responsibility for reviewing the Annual Governance Statement prior to submission to the Integration Joint Board;
- d) receive details of Single Tender Waivers, as approved by the Chief Officer;
- e) review registers relating to the Standards of Business Conduct Policy and consider any breaches and action taken;
- f) review every decision by the Integration Joint Board to suspend their respective Standing Orders; and
- g) in fulfilling its responsibilities, the Committee will primarily utilise the work of Internal Audit, External Audit and other assurance functions, but will not be limited to these sources. It will also seek reports and assurances from directors and managers as appropriate, concentrating on the overarching systems of Integration governance, risk management and internal control, together with indicators of their effectiveness.

6. Reporting and accountability

- 6.1 The Committee Chair will report formally to the Integration Joint Board on its proceedings after each meeting on all matters within its duties and responsibilities, summarising areas where action or improvement is needed.
- 6.2 The Terms of Reference shall be reviewed by the Committee and approved by the Integration Joint Board on an annual basis. (Normally at its June meeting).
- 6.3 The Committee will report to the Integration Joint Board annually on its work in support of the Annual Governance Statement. The Annual Report will:
- a) set out clearly how the committee is discharging its responsibilities;
 - b) include a statement referring to any non-audit services provided by the external auditors, and if so, how auditor objectivity and independence is safeguarded;
 - c) provide explanatory details, where during the year the External Auditor's contract is terminated in disputed circumstances, on the removal process and the underlying reasons for removal;
 - d) be signed by the Chair of the Audit Committee; and
 - e) be presented to the Annual General Meeting, with the Chair of the Audit Committee in attendance to respond to any stakeholder questions on the Committee's activities.

7. Committee administration

- 7.1 The Committee will meet a minimum of four times a year and at such other times as the Chair of the Committee, in consultation with the Committee Secretary, will require allowing the Committee to discharge all of its responsibilities.
- 7.2 The Chair may at any time convene additional meetings of the Committee to consider business that requires urgent attention.
- 7.3 The agenda will be set in advance by the Chair, with the Committee Secretary and Executive Lead, reflecting an integrated cycle of meetings and business,

which is agreed each year for the Board and its Committees, to ensure it fulfils its duties and responsibilities in an open and transparent manner.

- 7.4 Notice of each meeting confirming the venue, time and date, together with an agenda of items to be discussed, will be made available to each member of the Committee, no less than seven working days before the date of the meeting in electronic form. Supporting papers will be made available no later than five working days before the date of the meeting.
- 7.5 Committee papers will include an outline of their purpose and key points in line with the Integration Joint Board's committee protocol, and make clear what actions are expected of the Committee.
- 7.6 The Chair will establish, at the beginning of each meeting, the existence of any conflicts of interest and ensure these are recorded in the minutes accordingly.
- 7.7 The Committee Secretary will minute the proceedings of all Committee meetings, including recording the names of those present, in attendance and absent. Draft minutes of Committee meetings will be made available promptly to all members of the Committee, normally within ten working days of the meeting.
- 7.8 The Committee will, at least once a year, review its own performance, using a process agreed for all Board Committees by the Integration Joint Board.

Procedural control statement:

Date approved: 21 July 2020

Approved by: Edinburgh Integration Joint Board

Review date: July 2021 or earlier

Membership

Chair	Councillor Phil Daggart
Voting	<ul style="list-style-type: none"> • Martin Hill • Peter Murray • Councillor George Gordon
Non-voting	<ul style="list-style-type: none"> • Kirsten Hey • Andrew Coull
Executive Lead	<ul style="list-style-type: none"> • Moira Pringle
Attendees	<ul style="list-style-type: none"> • Lesley Newdall - Chief Internal Auditor • Nick Bennett – Chief External Auditor • Cathy Wilson – Operations Manager
Committee Secretary	<ul style="list-style-type: none"> • Helen Elder • Committee Services

Appendix 2

Edinburgh Integration Joint Board Clinical and Care Governance Committee Terms of reference

1. Constitution of the Committee

1.1 The Clinical and Care Quality Committee is established by the Integration Joint Board to monitor, review and report to the Board on the quality of care to the local population, specifically in relation to safety, quality of access and clinical effectiveness and experience.

2. Purpose and function

2.1 The purpose and function of the Committee is to gain assurance, on behalf of the Integration Joint Board:

- a) on the systems for delivery of safe, effective, person-centred care in line with the Integration Joint Board's statutory duty for the quality of health and care services.
- b) that 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 with the oversight of the IJB.
- c) to provide the strategic direction for development of clinical and care governance within the Partnership and to ensure its implementation.
- d) to ensure that there are effective structures, processes and systems of control for the achievement of the Integration Joint Board's priorities, where these relate to regulatory compliance, service user experience, safety and the quality of service outcomes.
- e) that services respond to requirements arising from regulation, accreditation (including staff accreditation and registration) and other inspections' recommendations

3. Authority

3.1 The Committee is:

- a) a non-statutory Committee of the Integration Joint Board reporting directly to the Integration Joint Board, and has no executive powers, other than those specifically delegated in these Terms of Reference;
- b) authorised by the Integration Joint Board to investigate any activity within its Terms of Reference, to seek any information it requires from any officer of the Partnership, and to invite any employee of an organisation within the Partnership to provide information by request at a meeting of the Committee to support its work, as and when required, taking due cognisance of their employing organisation's policies and procedures in doing so; and
- c) authorised by the Integration Joint Board to invite the attendance of individuals and authorities from outside the Partnership with relevant experience and expertise if it considers this necessary for the exercise of its functions, including whatever professional advice it requires (as advised by the Executive Leads of the Committee and / or Office of the Chief Officer).

3.3 The Committee shall have the power to establish, in exceptional circumstances, sub-committees and / or task and finish groups for the purpose of addressing specific tasks or areas of responsibility, if approved by the Integration Joint Board. In accordance with the Partnership's Standing Orders, the Committee may not delegate powers to a sub-committee or task and finish group unless expressly authorised by the Integration Joint Board.

3.4 The Terms of Reference, including the reporting procedures of any sub-committees or task and finish groups must be approved by the Integration Joint Board and reviewed on an annual basis.

4. Membership

4.1 Members of the Committee shall be appointed by the Integration Joint Board and shall be made up of least 4 Voting Members of the IJB, drawn equally from NHS Lothian and The City of Edinburgh Council. 2 non-voting IJB members

shall be appointed as members of the Committee by the IJB as non-voting members of the Committee.

- 4.2 One of the Voting members will be appointed by the Integration Joint Board as the Chair of the Committee.
- 4.3 A further Voting member of the Committee can assume the role of Chair in the formal absence of the appointed Chair, with the agreement of the Committee members.
- 4.4 The Executive Lead (Head of Operations or a designated alternative) shall act as the executive lead for the committee and shall attend all meetings.
- 4.5 The Chair of the Integration Joint Board and the Chief Officer shall not be members of the Committee, but they may be in attendance.
- 4.6 Other than as specified above, only members of the Committee have the right to attend Committee meetings. Other non-Committee members may be invited to attend and assist the Committee from time to time, according to particular items being considered and discussed.
- 4.7 Members and attendees are able to attend Committee meetings in person, by telephone, or by other electronic means. Members in attendance by electronic means will count towards the quorum.
- 4.8 The Secretariat support will be provided by the office of the Chief Officer who will act as the Committee Secretary who shall attend all meetings of the Committee.
- 4.9 All members of the Committee shall receive training and development support before joining the Committee and on a continuing basis to ensure their effectiveness as members, supported by a performance assessment process, as agreed by the Integration Joint Board.
- 4.10 An attendance record shall be held for each meeting and an annual register of attendance will be included in the annual report of the Committee to the Board.

Quorum

4.11 The quorum necessary for the transaction of business shall be four members, as defined in 4.1 above, including the Chair, and at least one other Voting Member.

4.12 A duly convened meeting of the Committee at which a quorum is present shall be competent to exercise all or any of the authorities, powers and discretions delegated to the Committee.

5. Specific Duties

5.1 Strategy

The Committee will:

- a) inform the strategic priorities and investments needed to support high-quality clinical/care outcomes and improve clinical effectiveness in the Partnership, and advise the Board accordingly;
- b) take account of international intelligence and research evidence on clinical/care safety and practice and distil their relevance to the Partnership's strategic priorities (including where necessary commissioning research to inform its work);
- c) take account of the development and effective use of shared clinical/care intelligence and data with partners to shape the growth of high-quality care and services in the 'place' of Edinburgh and Scotland.

5.2 Risk

The Committee will:

- a) receive regular reports on the high value risks in the Partnership and review the suitability and robustness of risk mitigation plans with regard to their potential impact on patient/citizen outcomes and quality of care;
- b) triangulate and be assured of the robustness of the process of reviewing the trends, themes and patterns emerging from key quality indicators in the Partnership that inform and shape risk assessment, priority-setting and development of fit-for-purpose policies and procedures

5.3 Outcomes and processes

The Committee will:

- a) be assured of the integrity of the Partnership's control systems, processes and procedures relating to critical areas of integration, to include:
 - high quality care (through the Partnership's quality review processes);
 - compliance with fundamental standards of quality and safety;
 - patient/citizen safety and harm reduction;
 - introduction of new clinical pathways and procedures;
 - dissemination and implementation of statutory guidance;
 - escalation and resolution of quality concerns; and
 - seek assurance on patient/citizen and carer involvement and engagement;
- b) ensure the effective operation of processes relating to clinical/care practice and performance, including early detection of issues and problems, escalation, corrective action and learning.

5.4 Learning and communication

The Committee will:

- a) be assured of the effectiveness of systems and processes used for continuous learning, innovation and quality improvement, establishing ways of gaining assurance that appropriate action is being taken;
- b) be assured that the robustness of procedures ensure that adverse incidents, complaints and events are detected, openly investigated, with lessons learned being promptly applied and appropriately disseminated in the best interests of patients/citizens, of staff and of the Partnership;
- c) review how systematically evidence-based practice, ideas, innovations and statutory and best practice guidance are identified, disseminated and applied within the Partnership;
- d) be assured of the effectiveness of communication, engagement and development activities designed to support patient/citizen safety and improve clinical governance.

5.5 Patient and public engagement

The Committee will:

- a) be assured of the effectiveness of a credible process for assessing, measuring and reporting on the 'patient experience' in a consistent way over time, including the appropriateness and effectiveness of processes for patient/citizen engagement in support of the Partnership's strategic goals and programmes of work.

5.6 Progress and performance reporting

The Committee will:

- a) review a range of evidence and data from multiple sources, including management and executive committees and groups, on which to arrive at informed opinions on:
 - the standards of clinical and service quality in the Partnership;
 - compliance with agreed standards of care and national targets and indicators; and
 - Partnership organisation's quality performance measured against specified standards and targets;
- b) review a succinct set of key performance and progress measures relating to the full purpose and function of the Committee;
- c) review progress against these measures on a regular basis and seek assurance around any performance issues identified, including proposed corrective actions and reporting any significant issues and trends to the Integration Joint Board;
- d) agree the programme of benchmarking activities to inform the understanding of the Committee and its work;
- e) be assured of the credibility of sources of evidence and data used for planning and progress reporting to the Committee and to the Board in relation to the Committee's purpose and function;
- f) ensure alignment of the Board assurances and consistent use of data and intelligence, by working closely with the Audit Committee, Strategic

Planning Group, Performance and Delivery Committee, and Futures Committee.

5.7 Statutory and regulatory compliance

- a) The Committee will be assured of the arrangements for ensuring maintenance of the Partnership's compliance standards specified by the Scottish Government Health and Social Care Directorate, Healthcare Improvement Scotland, NHS Scotland, and statutory regulators of health care professionals.

5.8 Cycle of Business

- a) The Committee will set an annual plan for its work to form part of the Board's Annual Cycle of Business, informed by the Board Assurance Framework, and report to the Board on its progress.

6. Reporting and Accountability

- 6.1 The Committee Chair will report formally to the Integration Joint Board on its proceedings after each meeting on all matters within its duties and responsibilities, summarising areas where action or improvement is needed.
- 6.2 The Terms of Reference shall be reviewed by the Committee and approved by the Integration Joint Board on an annual basis. (Normally at its June meeting).

7. Committee Administration

- 7.1 The Committee shall meet a minimum of four times a year and at such other times as the Chair of the Committee, in consultation with the Committee Secretary, shall require, allowing the Committee to discharge all of its responsibilities.
- 7.2 The Chair may at any time convene additional meetings of the Committee to consider business that requires urgent attention.
- 7.3 The agenda will be set in advance by the Chair, with the Committee Secretary and executive lead, reflecting an Integration cycle of meetings and business, which is agreed each year for the Board and its Committees, to ensure it fulfils its duties and responsibilities in an open and transparent manner.

- 7.4 Notice of each meeting confirming the venue, time and date, together with an agenda of items to be discussed, shall be made available to each member of the Committee, no less than seven working days before the date of the meeting in electronic form. Supporting papers shall be made available no later than five working days before the date of the meeting.
- 7.5 Committee papers shall include an outline of their purpose and key points in line with the IJB's Committee protocol, and make clear what actions are expected of the Committee.
- 7.6 The Chair shall establish, at the beginning of each meeting, the existence of any conflicts of interest and ensure these are recorded in the minutes accordingly.
- 7.7 The Committee Secretary shall minute the proceedings of all Committee meetings, including recording the names of those present, in attendance and absent. Draft minutes of Committee meetings shall be made available promptly to all members of the Committee, normally within ten days of the meeting.
- 7.8 The Committee shall, at least once a year, review its own performance, using a process agreed for all Board committees by the Integration Joint Board.

Procedural control statement:

Date approved: July 2020

Approved by: Integration Joint Board

Review date: June 2021

Membership

Chair	Richard Williams
Voting	<ul style="list-style-type: none"> • Martin Hill • Councillor Robert Aldridge • Councillor George Gordon
Non-voting	<ul style="list-style-type: none"> • Jackie Irvine, Chief Social Work Officer • Citizen Representative • Helen Fitzgerald, EHSCP Lead Partnership Representative • Jacqui MacRae, Interim Chief Nurse • Ian McKay, Medical Director • Colin Beck, Co-Chair, Professional Advisory Group (PAG)
Executive Lead	<ul style="list-style-type: none"> • Tom Cowan, Head of Operations
Attendees	<ul style="list-style-type: none"> • Jo Bennett, NHS Lothian (invited to attend when relevant) • Philip Brown / Jenni Boyd (invited to attend when relevant) • Sylvia Latona, ATECH24 (invited to attend when relevant)
Committee Secretary	<ul style="list-style-type: none"> • Helen Elder • Committee Services

Appendix 3

Edinburgh Integration Joint Board Futures Committee Terms of reference

1. Constitution of the Committee

- 1.1 The Futures Committee is a non-statutory Committee established by the Integration Joint Board (IJB) to provide and evaluate the strategic focus of the Partnership over a ten-year period.

2. Purpose and function

- 2.1 The purpose and function of the Committee, on behalf of the Integration Joint Board, is to:
- a) provide strategic focus and stimulus on long-term issues relevant to the vision and purpose of the Integration Joint Board;
 - b) evaluate assurance to the Integration Joint Board about strategic approach to capacity building, community development, consultation and engagement; and
 - c) provide protected time and space for consideration of the core narratives for change and transformation on behalf of the Integration Joint Board.

3. Authority

- 3.1 The Committee is:
- a) a non-statutory Committee of the Integration Joint Board reporting directly to the Integration Joint Board, and has no executive powers, other than those specifically delegated in these Terms of Reference;
 - b) authorised by the Integration Joint Board to investigate any activity within its Terms of Reference, to seek any information it requires from any officer of the Partnership, and to invite any employee of an organisation within the Partnership to provide information by request at a meeting of the Committee to support its work, as and when required, taking due cognisance of their employing organisation's policies and procedures in doing so; and

- c) authorised by the Integration Joint Board to secure the attendance of individuals and authorities from outside the Partnership with relevant experience and expertise if it considers this necessary for the exercise of its functions, including whatever professional advice it requires (as advised by the Executive Leads of the Committee and / or Office of the Chief Officer).
- 3.5 The Committee shall have the power to establish, in exceptional circumstances, sub-committees and / or task and finish groups for the purpose of addressing specific tasks or areas of responsibility. In accordance with the Partnership's Standing Orders, the Committee may not delegate powers to a sub-committee or task and finish group unless expressly authorised by the Integration Joint Board.
- 3.6 The Terms of Reference, including the reporting procedures of any sub-committees or task and finish groups must be approved by the Integration Joint Board and reviewed on an annual basis.

4. Membership

- 4.1 Members of the Committee shall be appointed by the Integration Joint Board and shall be made up of 4 Voting Members of the IJB, drawn equally from NHS Lothian and The City of Edinburgh Council. 2 non-voting members of the IJB will also be appointed.
- 4.2 One of the Voting Members will be appointed by the Integration Joint Board as the Chair of the Committee. The Chair will be rotated between Voting members on a basis agreed by the Integration Board to ensure a suitable balance between partner organisations is maintained across the five main committees of the IJB.
- 4.3 A further Voting Member of the Committee can assume the role of Chair in the formal absence of the appointed Chair, with the agreement of the Committee members.
- 4.4 The Executive Lead (the Head of Strategic Planning) or a designated alternative from the Office of the Chief Officer, will be in attendance at all meetings of the committee.
- 4.6 Other than as specified above, only members of the Committee have the right to attend Committee meetings. Other non-Committee members may be invited to attend and assist the Committee from time to time, according to particular items being considered and discussed.
- 4.7 Members and attendees are able to attend Committee meetings in person, by telephone, or by other electronic means. Members in attendance by electronic means will count towards the quorum.
- 4.8 Secretariat support will be provided by a member of the Office of the Chief Officer who will act as the Committee Secretary and shall attend all meetings of the Committee.

- 4.9 All members of the Committee shall receive training and development support before joining the Committee and on a continuing basis to ensure their effectiveness as members, supported by a performance assessment process, as agreed by the Integration Joint Board.
- 4.10 An attendance record shall be held for each meeting and an annual register of attendance will be included in the annual report of the Committee to the Board.

Quorum

- 4.11 The quorum necessary for the transaction of business shall be 4 members, as defined in 4.1 above, including the Chair.
- 4.12 A duly convened meeting of the Committee at which a quorum is present shall be competent to exercise all or any of the authorities, powers and discretions delegated to the Committee.

5. Specific Duties

Core duties

- Implications of IT and AI for care and services
- Workforce of the future and changing work patterns
- Innovation in connecting with the public
- International models of best practice in integration and delivery
- Core narratives on change
- Capacity building
- Community engagement
- Design of consultative and engagement processes
- Clinical leadership and engagement
- Engagement with voices
- Community development – voluntary, commercial and entrepreneurial
- Investment and Infrastructure

Cycle of Business

- 5.2 The Committee will set an annual plan for its work to form part of the Board's Annual Cycle of Business, informed by the Board Assurance Framework, and report to the Board on its progress.

6. Reporting and accountability

- 6.1 The Committee Chair will report formally to the Integration Joint Board on its proceedings after each meeting on all matters within its duties and responsibilities, summarising areas where action or improvement is needed.
- 6.2 The Terms of Reference shall be reviewed by the Committee and approved by the Integration Joint Board on an annual basis. (Normally at its June meeting).

7. Committee Administration

- 7.1 The Committee shall meet a minimum of 5 times a year and at such other times as the Chair of the Committee, in consultation with the Committee Secretary, shall require, allowing the Committee to discharge all of its responsibilities.
- 7.2 The Chair may at any time convene additional meetings of the Committee to consider business that requires urgent attention.
- 7.3 The agenda will be set in advance by the Chair, with the office of the Chief Officer and Executive leads reflecting an Integration cycle of meetings and business, which is agreed each year for the Board and its Committees, to ensure it fulfils its duties and responsibilities in an open and transparent manner.
- 7.4 Notice of each meeting confirming the venue, time and date, together with an agenda of items to be discussed, shall be made available to each member of the Committee, no less than five working days before the date of the meeting in electronic form. Supporting papers shall be made available no later than five working days before the date of the meeting.
- 7.5 Committee papers shall include an outline of their purpose and key points in line with the IJB's Committee protocol, and make clear what actions are expected of the Committee.
- 7.6 The Chair shall establish, at the beginning of each meeting, the existence of any conflicts of interest and ensure these are recorded in the minutes accordingly.
- 7.7 The Committee Secretary shall minute the proceedings of all Committee meetings, including recording the names of those present, in attendance and absent. Draft minutes of Committee meetings shall be made available promptly to all members of the Committee, normally within ten days of the meeting.

7.8 The Committee shall, at least once a year, review its own performance, using a process agreed for all Board committees by the Integration Joint Board.

Procedural control statement:

Date approved: July 2020

Approved by: Integration Joint Board

Review date: June 2021

Appendix 1 – Membership

Chair	Peter Murray
Voting	<ul style="list-style-type: none"> • Angus McCann • Councillor Ricky Henderson • Councillor Melanie Main
Non-voting	<ul style="list-style-type: none"> • AHP Lead • Ian McKay
Executive Lead	<ul style="list-style-type: none"> • Tony Duncan
Attendees	
Committee Secretary	<ul style="list-style-type: none"> • Jay Sturgeon • Committee Services

Appendix 4

Edinburgh Integration Joint Board Performance and Delivery Committee Terms of Reference

1. Constitution of the Committee

- 1.1 The Performance and Delivery Committee is a non-statutory Committee established by the Integration Joint Board to provide advice and assurance to the Board on the effectiveness on the operational and financial performance of the Edinburgh Health and Care Partnership.

2. Purpose and function

- 2.1 The purpose and function of the Committee, on behalf of the Integration Joint Board is to:
- a) Oversee, a performance and progress reporting framework and supporting processes which provide assurance to the Integrated Joint Board about performance, progress and delivery of delegated services;
 - b) Receive and gain assurance from the **performance** framework and reports on services commissioned by the IJB and the financial consequences of delivering these services;
 - c) Overview and report on the **delivery** of health & social care in Edinburgh.

3. Authority

- 3.1 The Committee is:
- a) a non-statutory Committee of the Integration Joint Board reporting directly to the Integration Joint Board, and has no executive powers, other than those specifically delegated in these Terms of Reference
 - b) authorised by the Integration Joint Board to investigate any activity within its terms of reference, to seek any information it requires from any officer of the Partnership, and to call any employee to be questioned at a meeting of

the Committee as and when required, taking due cognisance of their employing organisation's policies and procedures in doing so

- c) authorised by the Integration Joint Board to secure the attendance of individuals and authorities with relevant experience and expertise if it considers this necessary for the exercise of its functions, including whatever professional advice it requires (as advised by the Committee Secretary)

- 3.2 The Committee shall have the power, in exceptional circumstances, to establish task and finish groups for the purpose of addressing specific tasks or areas of responsibility. In accordance Standing Orders, the Committee may not delegate powers to a task and finish group unless expressly authorised by the Integration Joint Board.
- 3.3 The terms of reference, including the reporting procedures of any task and finish group, must be approved by the Integration Joint Board and be reviewed on an annual basis.

4. Membership and quorum

Membership

- 4.1 Members of the Committee shall be appointed by the Integration Joint Board and shall be made up of 4 Voting Members of the IJB, drawn equally from NHS Lothian and The City of Edinburgh Council. 4 non-voting IJB members shall be appointed to the Committee as non-voting members.
- 4.2 One of the Voting members will be appointed by the Integration Joint Board as the Chair of the Committee. The Chair will be rotated between Voting members on a basis agreed by the Integration Board to ensure a suitable balance between partner organisations is maintained across the five main committees of the IJB.
- 4.3 In the absence of the Chair, a Voting member of the Committee may assume the role of Chair in the formal absence of the appointed Chair.
- 4.4 The Chief Finance Officer or a designated alternative shall act as the executive lead for the committee and shall attend all meetings.



- 4.5 The Chair of the Integration Joint Board and the Chief Officer shall not be members of the Committee, but they may be in attendance.
- 4.6 Other than as specified above, only members of the Committee have the right to attend Committee meetings. Other non-Committee members may be invited to attend and assist the Committee from time to time, according to particular items being considered and discussed.
- 4.7 Members and attendees are able to attend Committee meetings in person, by telephone, or by other electronic means. Members in attendance by electronic means will count towards the quorum.
- 4.8 Secretariat support will be provided by named members of the Office of the Chief Officer and CEC committee Services until such time as the IJB Programme Office is set up.
- 4.9 All members of the Committee shall receive training and development support before joining the committee and on a continuing basis to ensure their effectiveness as members, supported by a performance assessment process, as agreed by the Integration Joint Board.
- 4.10 An attendance record shall be held for each meeting and an annual register of attendance will be included in the annual report of the Committee to the Board.

Quorum

- 4.12 The quorum necessary for the transaction of business shall be 4 members as defined in 4.1 above, including the Chair and at least one Voting member.
- 4.13 A duly convened meeting of the Committee at which a quorum is present shall be competent to exercise all or any of the authorities, powers, and discretions delegated to the Committee.

5. Duties

Core duties

- 5.1 The core duties of the committee will be to:
- d) Develop and review a comprehensive performance management system (5.1.3 of the Integration Scheme), including the Performance and delivery

framework and financial reporting in respect of delivery of the delegated functions.

- e) Consider performance reports which examine the relevant data, as defined by the relevant directions, and explore the level of assurance the committee can recommend to the IJB on the delivery of each Direction.
- f) Make use of risk registers and directions register to inform work plan priorities, and produce an annual work plan for the committee.
- g) Review annually the integrated data set and Directions Register.
- h) Review performance reports to EIJB in advance of the Board considering them in order to give assurance when required.
- i) Consider the information on delegated functions for Edinburgh, which will be included in the Annual Report for adoption and approval by the IJB.
- j) Liaise with CEC and NHSL to receive assurance that CEC and NHSL continue carry out their remits for assurance and scrutiny. (5.1.5 of the Integration Scheme).
- k) The Committee reserves the right to examine any aspect of the delivery of any delegated functions, but it will define 'exception and variance' limits in order to focus its work to the most important areas and those at risk. This approach will also ensure that appropriate management action can be taken or, if necessary, the Committee can recommend to the IJB if a Direction needs to be modified. Where it appears that neither of these will address the issues identified, the Committee will refer this to the IJB.

Cycle of Business

5.2 The Committee will set an annual plan for its work to form part of the Board's Annual Cycle of Business, informed by the Board Assurance Framework, and report to the Board on its progress.

6. Reporting and accountability

- 6.1 The Committee Chair shall report formally to the Integration Joint Board on its proceedings after each meeting outcomes and exception issues within its duties and responsibilities, summarising areas where action or improvement is needed.
- 6.2 An Integration report with narrative will be provided by the Executive to each Integration Joint Board meeting.
- 6.3 The terms of reference shall be reviewed by the Committee and approved by the Integration Joint Board on an annual basis. (Normally at its June meeting).

7. Committee Administration

- 7.1 The Committee shall meet *bi-monthly* and at such other times as the Chair of the Committee, in consultation with the Committee Secretary, shall require, allowing the Committee to discharge all of its responsibilities.
- 7.2 The Chair may at any time convene additional meetings of the Committee to consider business that requires urgent attention.
- 7.3 The agenda will be set in advance by the Chair, with the Committee Secretariat support and executive lead, reflecting an Integration cycle of meetings and business, which is agreed each year for the Board and its Committees, to ensure it fulfils its duties and responsibilities in an open and transparent manner.
- 7.4 Notice of each meeting confirming the venue, time and date, together with an agenda of items to be discussed, shall be made available to each member of the Committee, no less than seven working days before the date of the meeting in electronic form. Supporting papers shall be made available no later than five working days before the date of the meeting.
- 7.5 Committee papers shall include an outline of their purpose and key points in line with the IJB's Committee protocol, and make clear what actions are expected of the Committee.

- 7.6 The Chair shall establish, at the beginning of each meeting, the existence of any conflicts of interest and ensure that these are recorded in the minutes accordingly.
- 7.7 The Committee secretariat support shall minute the proceedings of all Committee meetings, including recording the names of those present, in attendance and absent. Draft minutes of Committee meetings shall be made available promptly to all members of the Committee, normally within ten working days of the meeting.

Procedural control statement:

Date approved: 21 July 2020

Approved by: Integration Joint Board

Review date: June 2021

Membership

Chair	Councillor Melanie Main
Voting	<ul style="list-style-type: none"> • Richard Williams • Mike Ash • Councillor Phil Daggart
Non-voting	<ul style="list-style-type: none"> • Helen Fitzgerald • Colin Beck • Another to be appointed • Another to be appointed
Executive Lead	<ul style="list-style-type: none"> • Moira Pringle/Tony Duncan
Attendees	<ul style="list-style-type: none"> • Philip Brown/Jenny Boyd - Performance • Graeme McGuire/David Walker – Finance
Committee Secretariat support	<ul style="list-style-type: none"> • Helen Elder • Committee Services

Appendix 5

Edinburgh Integration Joint Board Strategic Planning Group (Committee) Terms of Reference

1. Constitution of the Committee

- 1.1 The Strategic Planning Group is a statutory Committee established by the Integration Joint Board (IJB) to monitor, review and report to the Board on the strategy, plans and delivery of the delegated Partnership's services.

2. Purpose and function

- 2.1 The purpose and function of the Committee, on behalf of the IJB, is to:
- a) oversee strategic planning processes to meet statutory obligations placed on the Integration Joint Board in respect of strategies and plans
 - b) provide assurance to the IJB that processes are fully inclusive of stakeholders and partners and formal consultative processes are followed;
 - c) identify on behalf of the IJB key priorities, progress arrangements and outcomes in relation to the planning of services;
 - d) approve Directions, in line with the current IJB Directions policy, in order to deliver the Strategic Plan. If the SPG accepts these Directions, they will be recommended to the IJB for formal adoption; and
 - e) consider ideas from all interested groups, including IJB committees, on ways to deliver the objectives of the Strategic Plan. If adopted this will initiate revised Directions.

3. Authority

3.1 The Committee is:

- a) a statutory Committee of the IJB reporting directly to the IJB, and has no executive powers, other than those specifically delegated in these Terms of Reference;
- b) authorised by the IJB to investigate any activity within its Terms of Reference, to seek any information it requires from any officer of the Partnership, and to invite any employee of an organisation within the Partnership to provide information by request at a meeting of the Committee to support its work, as and when required, taking due cognisance of their employing organisation's policies and procedures in doing so.
- c) authorised by the IJB to secure the attendance of individuals and authorities from outside the Partnership with relevant experience and expertise if it considers this necessary for the exercise of its functions, including whatever professional advice it requires (as advised by the Executive Leads of the Committee and / or Office of the Chief Officer).

3.7 The Committee shall have the power to establish, in exceptional circumstances, sub-committees and / or task and finish groups for the purpose of addressing specific tasks or areas of responsibility, if approved by the IJB. In accordance with the Partnership's Standing Orders, the Committee may not delegate powers to a sub-committee or task and finish group unless expressly authorised by the IJB; and

3.8 The Terms of Reference, including the reporting procedures of any sub-committees or task and finish groups must be approved by the IJB and reviewed on an annual basis.

4. Membership

4.1 Members of the Committee shall be appointed by the IJB and shall be made up of 4 Voting Members of the IJB, drawn equally from NHS Lothian and The City of Edinburgh Council. 2 non-voting members of the IJB shall be appointed to the Committee by the Board as non-voting members of the Committee.

4.2 The Vice Chair of the IJB will be the Chair of the Committee. The Chair of the IJB will act as Vice Chair of this committee.

- 4.3 A further Voting member of the Committee can assume the role of Chair in the formal absence of the appointed Chair, with the agreement of the Committee members.
- 4.4 The Executive Lead (the Head of Strategic Planning) or a designated alternative from the Office of the Chief Officer, will be in attendance at all meetings of the committee. Other attendees at the Committee shall be appointed by the IJB and shall be made up of representatives drawn from the following groups:
- Non-voting members of the IJB
 - NHSL Director of Planning
 - Health professionals;
 - Service users of health care;
 - Carers in health care;
 - Social care professionals;
 - Service users of social care;
 - Carers from social care;
 - Independent providers of social care;
 - Staff side representative;
 - Registered Social Housing organisations; and
 - Third sector bodies carrying our activities related to health care or social care
- 4.5 The Chief Officer shall not be a member of the Committee but may be in attendance.
- 4.6 Other than as specified above, only members of the Committee have the right to attend Committee meetings. Other non-Committee members may be invited to attend and assist the Committee from time to time, according to particular items being considered and discussed.
- 4.7 Members are able to attend Committee meetings in person, by telephone, or by other electronic means. Members in attendance by electronic means will count towards the quorum.
- 4.8 The Secretariat support will be provided by the office of the Chief Officer who will act as the Committee Secretary and shall attend all meetings of the Committee.

- 4.9 All members of the Committee shall receive training and development support before joining the Committee and on a continuing basis to ensure their effectiveness as members, supported by a performance assessment process, as agreed by the IJB.
- 4.10 An attendance record shall be held for each meeting and an annual register of attendance will be included in the annual report of the Committee to the Board.

Quorum

- 4.11 The quorum necessary for the transaction of business shall be 2 members, as defined in 4.1 above, including the Chair, and at least one other Voting Member.
- 4.12 A duly convened meeting of the Committee at which a quorum is present shall be competent to exercise all or any of the authorities, powers and discretions delegated to the Committee.

5. Specific Duties

Core duties on behalf of the IJB:

- Review reports (with business cases as necessary) and related Directions measured against the Strategic Plan.
- Ensure appropriate consultation and engagement activity has taken place with Partners in the development of reports and Directions.
- Ensure Directions have appropriate finance and performance measures in place.
- Provide a forum to debate the implications of emerging health and social care themes and any local or national initiatives; to include input from Locality Planning Groups.
- Review the Strategic Plan annually and recommend any proposed amendments to the IJB.
- Consider the implications of future Joint Strategic Needs Assessments and input provided by the Futures Committee.
- Collaborate on and oversee the production and delivery of future Strategic Plans.
- Monitoring of Financial Framework

Cycle of Business:

- 5.2 The Committee will set an annual plan for its work to form part of the Board's Annual Cycle of Business, informed by the Board Assurance Framework, and report to the Board on its progress.

6. Reporting and Accountability

- 6.1 The Committee Chair will report formally to the IJB on its proceedings after each meeting on all matters within its duties and responsibilities, summarising areas where action or improvement is needed.
- 6.2 The Terms of Reference shall be reviewed by the Committee and approved by the IJB on an annual basis. (Normally at its June meeting).

7. Committee Administration

- 7.1 The Committee shall meet a minimum of six times a year and at such other times as the Chair of the Committee, in consultation with the Committee Secretary, shall require, allowing the Committee to discharge all of its responsibilities.
- 7.2 The Chair may at any time convene additional meetings of the Committee to consider business that requires urgent attention.
- 7.3 The agenda will be set in advance by the Chair, with the office of the Chief Officer and Partnership Executive leads reflecting an Integration cycle of meetings and business, which is agreed each year for the Board and its Committees, to ensure it fulfils its duties and responsibilities in an open and transparent manner.
- 7.4 Notice of each meeting confirming the venue, time and date, together with an agenda of items to be discussed, shall be made available to each member of the Committee, no less than seven working days before the date of the meeting in electronic form. Supporting papers shall be made available no later than five working days before the date of the meeting.
- 7.5 Committee papers shall include an outline of their purpose and key points in line with the IJB's Committee protocol, and make clear what actions are expected of the Committee.

- 7.6 The Chair shall establish, at the beginning of each meeting, the existence of any conflicts of interest and ensure these are recorded in the minutes accordingly.
- 7.7 The Committee Secretary shall minute the proceedings of all Committee meetings, including recording the names of those present, in attendance and absent. Draft minutes of Committee meetings shall be made available promptly to all members of the Committee, normally within ten days of the meeting.
- 7.8 The Committee shall, at least once a year, review its own performance, using a process agreed for all Board committees by the IJB.

Procedural control statement:

Date approved: July 2020

Approved by: Integration Joint Board

Review date: June 2021

Membership

Strategic Planning Group	
Chair	Councillor Ricky Henderson
Voting	Angus McCann (Vice Chair)
	Mike Ash
	Councillor Robert Aldridge
Non-voting	Christine Farquhar
	Ella Simpson
Executive Lead	Tony Duncan
Specified Members	Two vacancies – Health and social care services citizen representatives / service users
	Colin Briggs – NHSL Director of Planning
	Colin Beck – Social Care Professional
	Belinda Hacking – Health Professional
	Peter McCormick – Social Care Commercial Provider
	Rene Rigby (TBC) - social care commercial provider
	Stephanie-Anne Harris – Health Care non-commercial provider
	Nigel Henderson - social care non-commercial provider
	Hazel Young - Social Housing non-commercial provider
	Nigel Henderson - Third sector organisations delivering health and social care activity
	Michelle Mulvaney - Community Engagement Manager
	Philip Brown - Performance Lead

	Dermot Gorman - Public Health Consultant
Committee Secretary	Jay Sturgeon Committee Services