

## APPENDIX 1



Aberdeenshire  
Health & Social Care  
Partnership

Aberdeenshire Health and Social Care Partnership

# Organisational Governance Framework

Draft Version 2 (002)

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Responsible Officer or Group: Senior Management Team

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## Version History

Revision Date	Summary of Changes	Changes Marked
April 2022	Original Framework Approved by IJB	N/A
Oct 2023	Review of Original Framework – inclusion of Partnerships Governance Appendix and contextual updates throughout.	Version 1 (002)
Nov 2023	Changes following SMT consultation.	Version 2 (001)
Nov 2023	Changes to Partnership Governance section	Version 2 (002)

## **PART 1: INTRODUCTION**

### **1.1 Purpose**

The purpose of this Framework is to set out the detail of the organisational governance, risk and performance management arrangements in place within the Aberdeenshire Health and Social Care Partnership (HSCP) to support and provide assurance to the Aberdeenshire Integration Joint Board (IJB) through its committee and group sub-structures. For staff, people who use health and social care services and all other stakeholders, this is important to ensure there is clarity and transparency around our organisational management systems and decision-making processes, that protect the interests of all stakeholders and ensure delivery of intended outcomes.

### **1.2 Background**

The Aberdeenshire IJB was formally established in 2016 following the enactment of Scottish Government legislation to formally integrate health and social care services ([Public Bodies \(Joint Working\) \(Scotland\) Act 2014](#)).

The IJB is a legal entity established under the 'Body Corporate' model for health and social care integration. As a joint board it brings together equal representation from the NHS, the Council, and other partners representing the interests of the Third Sector, staff, service users and carers. This is to ensure joint decision-making and accountability in the planning and delivery of health and social care services to the communities within their area.

The strategic direction, vision and priorities of the IJB are set out in its Strategic Plan which also must support delivery of the Scottish Government's [9 National Health and Wellbeing Outcomes](#).

The Health and Social Care Partnership represents the operational arm of the organisation with responsibility for the management of its staff, services and resources in order to improve outcomes for people who use health and social care services in line with the direction set by the IJB through its strategic plan.

### **1.3 Regulatory Framework**

The [Aberdeenshire Health and Social Care Integration Scheme](#) describes the formal arrangements for how the planning and delivery of services will be organised and managed within Aberdeenshire to deliver improved outcomes for the individuals who receive care and support across health and social care.

The Integration Scheme further describes the regulatory framework governing the IJB, its members and duties in line with the provisions of the 2014 Act. This includes:

- Functions delegated to the IJB by Aberdeenshire Council and NHS Grampian
- Responsibilities of the IJB and membership arrangements
- Chief Officer role and reporting/accountability arrangements
- Clinical and professional governance and leadership arrangements
- Financial management arrangements including role of the Chief Finance Officer.

‘Directions’ are the legal means by which the IJB directs the Council and NHS to deliver services in accordance with its strategic plan and within the integrated budget held by the IJB. <sup>1</sup> The IJB has a legal obligation to comply with certain acts and orders as set out in the [duties of the IJB](#).

This Framework does not replace, but rather serves as a supplementary paper to the Aberdeenshire Integration Scheme and existing governance documents pertaining to the IJB (see Appendix 1 for summary of key references).

## **1.4 Scope**

### **1.4.1 Principles and Approach**

This document describes the structures and processes in place within Aberdeenshire HSCP to support and provide assurance to the IJB in relation to the governance and management of services, risk and performance. In developing this document consideration has been given to available frameworks developed within the public sector and of relevance to integration authorities.<sup>2 3</sup>

This framework covers the organisational governance arrangements for the planning and delivery of health and social care services for which the Aberdeenshire IJB is responsible. These services cover all adults including services for older adults where they may often have different and additional needs from the general adult population.

Aberdeenshire HSCP retains operational management responsibility for delivery of some aspects of children’s health services (health visiting and school nursing) and works closely with multi-agency partners in the planning and delivery of these services to improve outcomes for children and young people. These services are not however formally delegated to the IJB. NHS Grampian remains responsible for these services however they are delivered by HSCP staff. Separate organisational arrangements are in place to support the delivery and management of children’s health services, ensuring compliance with GIRFEC principles<sup>4</sup>.

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<sup>1</sup> Scottish Government (2020) ‘Directions from integration authorities to health boards and local authorities: statutory guidance’. Source: <https://www.gov.scot/publications/statutory-guidance-directions-integration-authorities-health-boards-local-authorities/>

<sup>2</sup> International Federation of Accountants (IFAC) and the Chartered Institute of Public Finance and Accountancy (CIPFA) (2014) [‘International Framework: Good Governance in the Public Sector’](#).

<sup>3</sup> Scottish Government (2016) [‘Good governance in the Scottish Government’](#).

<sup>4</sup> Getting It Right For Every Child (GIRFEC) in Aberdeenshire. Source: <https://www.girfec-aberdeenshire.org/>

Aberdeenshire IJB also ‘hosts’ the management of a number of Grampian-wide services on behalf of all three HSCPs in the Health Board area (Aberdeen City, Aberdeenshire and Moray), which are also included within the scope of this framework. The HSCP also has a ‘set aside budget’ for acute hospital-based services which it has a strategic planning responsibility for, but which are operationally managed by NHS Grampian.

The full range of services which fall under operational management responsibility of the HSCP are illustrated below.

Adult care home provision	Adult support and protection	Care and support for adults with physical and learning disabilities	Carer support service	
Community based Allied Health Professions	Community hospitals	Criminal Justice Social Work	Community Mental Health and Learning Disability Services	
Community Nursing Teams (District Nursing, Health Visiting, School Nursing)	Home care	Joint Equipment Service (aids and adaptations)	Primary care services (GPs, Pharmacy, Optometry and Public Dental Service)	
Sensory impairment services	Public Health / Health improvement services	Substance misuse services	Very Sheltered Housing, Residential and Respite Services	
Health care services to HMP and YOI Grampian	Forensic and custody health care	Marie Curie managed care service and out of hours (rapid response) service	Specialist nursing services	Services hosted by Aberdeenshire HSCP for all of Grampian

### 1.4.2 Professional Accountability/Reporting Structures

In setting out the organisational governance arrangements supporting the IJB to deliver its duties and functions, this document also describes the aligned reporting structures and relationships to Aberdeenshire Council and NHS Grampian where relevant. As provided in the Integration Scheme, NHS Grampian and Aberdeenshire Council will continue to have in place the necessary governance structures for those services it remains responsible for.

This document does not cover nor impact on any of the individual professional accountability and reporting relationships within and between the HSCP and Aberdeenshire Council and NHS Grampian. Within the NHS, professional accountability is held by the Board Medical Director, the Board Director of Public Health and the Board Director of Nursing, Midwifery and Allied Health Professionals, and within the Council via the Chief Social Worker. These arrangements have remained in place following implementation of the Public Bodies (Joint Working) (Scotland) Act 2014.

## PART 2: ORGANISATIONAL GOVERNANCE FRAMEWORK

### 2.1 Integration Joint Board (IJB)

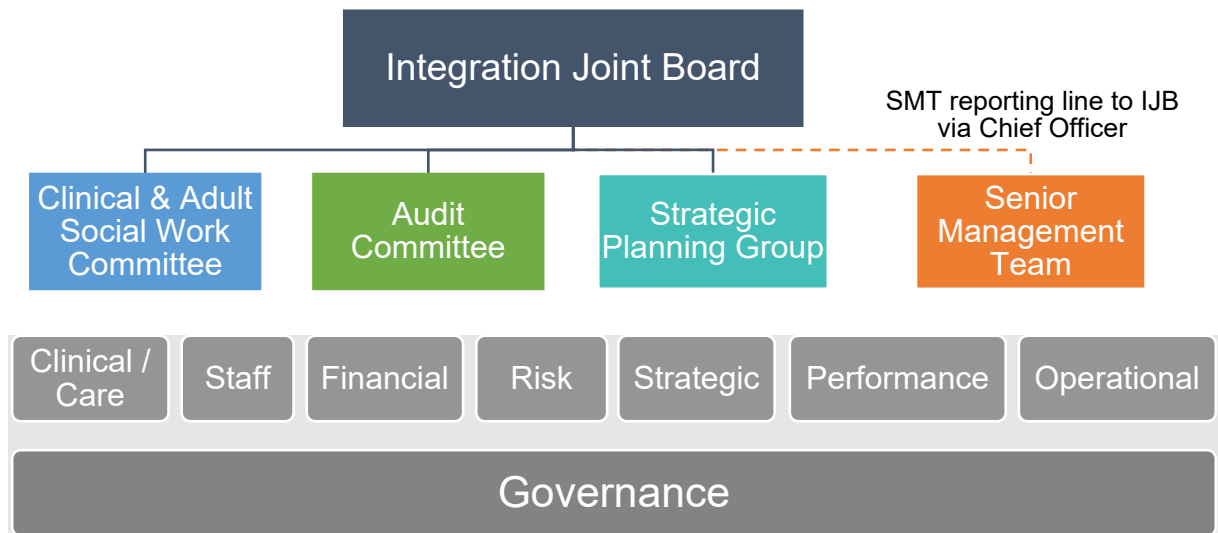
The detail of the IJB’s duties and Board governance arrangements are as set out in the [Aberdeenshire Health and Social Care Integration Scheme](#) and the [duties of the IJB](#). The Integration Scheme provides that the IJB will establish such Committees it requires to assist with the planning and delivery of integrated services. The [IJB Governance Handbook](#) sets out the internal governance sub structure which supports and provides assurance to the IJB, thereby enabling it to fulfill its governance and scrutiny responsibilities.

The Governance Handbook contains the following:

- IJB membership
- Standing Orders
- Scheme of Delegation
- Financial Regulations
- Interpretation
- Exempt Information
- Procedures and Guidance on Requests to Speak

The high-level reporting structure to the IJB and the range of governance responsibilities underpinning this are illustrated below. It is recognised that there is an inter-dependency between all strands of governance and that relevant parts of the structure will overlap and integrate in many areas. The remainder of this document describes how these areas of governance are fulfilled through the arrangements in place within the HSCP organisational structure. Appendices 2 and 3 set out the main groups reporting through this sub-structure of the IJB and their core role and functions.

#### Aberdeenshire IJB Sub-Structure and Governance



## 2.2 Clinical and Adult Social Work Governance

The IJB has a statutory duty to ensure services directly provided or commissioned by the HSCP are safe, effective and person centred. The Aberdeenshire Clinical and Adult Social Work Governance (CASWG) Committee was established as a formal sub-committee of the IJB to provide assurance on the systems for delivery of safe, effective, person-centred adult health and social care in Aberdeenshire, in line with the Integration Scheme and the Scottish Government [Clinical and Care Governance Framework](#). It is chaired by an elected member/voting member of the IJB.

The Committee acts as a filter for any governance issues and seeks assurance on behalf of the IJB that appropriate action is being taken to mitigate clinical and adult social work governance risks. Where the Committee cannot be assured, it has the power to escalate these issues to the IJB.

The Committee meets quarterly and is supported by the Clinical and Adult Social Work Governance Group (CASWGG) which identifies and responds to governance issues at a local operational level and determines any issues which require to be escalated to the Committee. The CASWG Committee and Group seek assurance by receiving and scrutinising reports which cover a range of issues including; internal and external audits, inspections, consultations, operational (Group) and strategic (Committee) clinical and care risks, new legislation, standards and guidelines. The group has representation from across services and any new and emerging areas for consideration are discussed which helps to identify any new risk/s, possible actions to mitigate risk/s, and provides a supporting and advisory role to the service. Other functions overseen by specific HSCP groups, including Health and Safety and Adverse Event Reporting also report through the CASWGG.

The reporting arrangements are illustrated below, and a more detailed diagram of the pathways between the CASWG structure, professional leads and the Senior Management Team can be found in Appendix 4.



As provided in the Integration Scheme, the IJB as well as the NHS and Council 'remain accountable for ensuring appropriate clinical and professional governance arrangements for their duties under the Act'.

In addition, the IJB continues to be able to receive clinical and professional advice via existing NHS structures including the NHS Grampian Area Clinical Forum (and clinical advisory structure), Managed Clinical and Care Networks, Local Medical Committee, and other appropriate professional groups.

## **2.3 Financial Governance and Audit**

Financial Regulations have been developed on behalf of the IJB which set out the responsibilities of IJB members, the Chief Officer and Chief Finance Officer in relation to the IJB's financial governance and management framework.<sup>5</sup> The Regulations also describe the financial assurance provided through the IJB Audit Committee, and external and internal audit processes.

IJB scrutiny is delegated to the IJB Audit Committee with representation from Aberdeenshire Councillors and NHS Board members. The purpose of the IJB Audit Committee is to assist the IJB to deliver its responsibilities for the conduct of public business, and the stewardship of funds under its control. In particular, the Committee will seek to provide assurance to the IJB that appropriate systems of internal control are in place to ensure that:

- Business is conducted in accordance with the law and proper standards;
- Public money is safeguarded and properly accounted for;
- Financial Statements are prepared timeously and give a true and fair view of the Financial position of the IJB for the period in question; and
- Reasonable steps are taken to prevent and detect fraud and other irregularities.

The Risk and Assurance Group will support the IJB Audit Committee to provide assurance to the IJB.

The day-to-day management of the HSCP's financial position and financial risk is overseen by the Senior Management Team, and finance reports are presented to the IJB at every meeting.

Annual Accounts are prepared on behalf of the IJB in accordance with relevant legislation, regulations and proper accounting practices. The purpose of the [Annual Accounts](#) is to set out the financial position of the IJB for the financial year but also to demonstrate that appropriate governance is in place regarding public funds and that the expected levels of service delivery have been achieved.

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<sup>5</sup> Aberdeenshire Integration Joint Board – Audit Committee, 'Financial Regulations' (April 2016).



## **2.4 Strategic Governance**

### **2.4.1 Strategic Planning Group**

The IJB has a duty to develop a strategic plan for the integrated functions and budgets it is responsible for. This must give regard to the integration principles in Sections 4 and 31 of the 2014 Act (describing the planning and delivery of integrated health and social care services) and the nine National Health and Wellbeing Outcomes.

Section 32 of the 2014 Act also provides that each IJB must 'establish a strategic planning group to support the strategic planning process and must also determine the processes and procedures for the group, subject to the provisions in section 32 of the 2014 Act'.

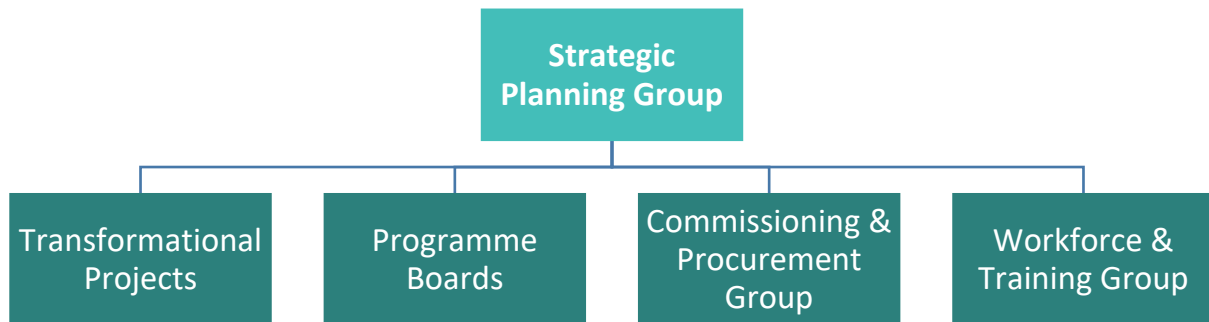
The Aberdeenshire HSCP Strategic Planning Group (SPG) comprises multi-disciplinary representation from across the HSCP, Third Sector, NHS Grampian, Aberdeenshire Council, Police and University partners. Under the SPG's Terms of Reference its core remit and responsibilities are:

- To develop the HSCP Strategic Plan, ensuring it is completed and agreed within agreed timescales and undertaking a review of the plan at least every 3 years.
- To ensure oversight and scrutiny of the supporting strategic delivery plan, monitoring implementation of the major transformational initiatives against key milestones and associated performance measures, and in turn providing assurance as to the HSCP's progress towards delivery of the national health and wellbeing outcomes.
- To ensure all stakeholders are involved in the development of the Strategic Plan and on an ongoing basis thereafter, including representation of groups as prescribed by Scottish Ministers and views of localities.
- To oversee the mainstreaming of equalities and delivery of actions to achieve the HSCP's equalities outcomes, and ensure due regard is given to people protected by the Equality Act and Fairer Scotland Duty, when implementing the strategic delivery plan initiatives.
- To receive direction from the Integration Joint Board regarding preparation of the HSCP's annual Commissioning and Procurement Plan ensuring it is completed and approval sought within the agreed timescale.
- To ensure an integrated and consistent approach in development and implementation of the Strategic Delivery Plan, Commissioning and Procurement Plan, Medium Term Finance Strategy and Workforce Plan, as the key levers through which the HSCP will deliver its overarching Strategic Plan and priorities.

- To ensure any potential impacts from national and local strategy/policy developments are identified and understood at the earliest stage and inform the HSCP's strategic planning processes.
- To promote an evidence-led, needs based approach to strategic planning, where required directing work to be undertaken on strategic needs assessments to ensure an ongoing responsive approach to planning for current and future need.
- To work collaboratively with partners to ensure work across all sectors contributes towards shared goals, and opportunities for joint working are optimised.

The organisational reporting arrangements to the SPG are illustrated below.

### **Strategic Planning Group and Reporting Structures**



As illustrated above, the SPG provides the governance structure for reporting progress from the project groups overseeing delivery of the HSCP's key transformational projects identified within its Strategic Delivery Plan. This includes reporting from Programme Boards where these have been established to lead or co-ordinate complex and interdependent pieces of work.

The SPG reports to the IJB following each of its meetings on progress against the strategic delivery plan and, where necessary, will escalate risks requiring the attention of/decision from the IJB or other appropriate groups within the HSCP organisational structure (for example Senior Management Team).

#### **2.4.2 Commissioning and Procurement**

The IJB is responsible for providing the strategic direction for the commissioning of services which were previously managed separately by NHS Boards and local authorities, setting out which services are to be delivered by the HSCP either directly or by commissioning services from the independent sector.

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Responsibility for commissioning and procurement activities is held by the Aberdeenshire HSCP Commissioning and Procurement Group. This is a sub-group of the Senior Management Team and in addition has a reporting line to the Strategic Planning Group to ensure alignment with wider HSCP strategic planning processes and delivery of priorities within the HSCP's strategic plan.

The core purpose of the group is to ensure effective implementation of the HSCP Commissioning and Procurement Plan, ensuring the needs of service users continue to be supported, providing oversight of all spend with external providers and that the work of the various sub-groups leading on specific contracts is completed within required timescales and compliant with legislation and regulations.

Due to the complex nature of health and social care services and children's services, procurement and contract management is carried out by a Commissioning, Procurement and Contracts (Social Care) Team, which is shared with Aberdeen City Council. Collaboration has extended to NHS Grampian via the Aberdeenshire Health and Social Care Partnership, which seeks to integrate adult community health and social care services in accordance with the Public Bodies (Joint Working) (Scotland) Act 2014.

The Procurement of Social Care is also subject to Scottish Government guidance on Procurement of Care and Support Services (2021) as well as standard guidance and legislation covering all public sector procurement, including: The Procurement Reform (Scotland) Act 2014, Public Contracts (Scotland) Regulations 2015, Procurement Scotland (Regulations) 2016, along with other guidance from EU directives. Within the Council, the [Scheme of Governance](#), incorporating Financial Regulations, also applies.

Following receipt of appropriate professional procurement advice, the Integration Joint Board (IJB) may direct Aberdeenshire Council to purchase and enter into contracts with suppliers for the provision of works, goods, and services in relation to functions for which it has responsibility. Aberdeenshire Council procures works, goods, and services with support from the Commercial and Procurement Shared Service in accordance with the Council's Scheme of Governance. The Council is legally bound to implement the directions of the IJB, however in order to fulfil the governance requirements of the Council's procurement approval process, any contracts of £50,000 or more must be included on a procurement plan and approved by the Communities Committee. Similarly, Children's Services procurements of social care contracts must also be included on a procurement plan for approval by the Education and Children's Services Committee.

The HSCP is also represented on the NHS Grampian Procurement Delivery Group as part of NHS Grampian's Operational and Strategic Management Framework with the aim of supporting appropriate contribution to its annual procurement plan and ensuring procurement activities deliver value for money and meet governance standards.

### **2.4.3 Workforce and Training Group**

The purpose of the HSCP's Workforce and Training Group is to strategically lead, coordinate and support all workforce-related activity for the HSCP including workforce planning, recruitment, training and development, and staff health and wellbeing in line with the Strategic Delivery Plan and Medium-Term Finance Strategy.

A key function of the group is to prepare and deliver the HSCP's 3-year Workforce Plan, in partnership with all stakeholders, for submission to the IJB and NHS Grampian for the Scottish Government as well as annual updates and workforce related reports as required.

The group also provides direction to and supports Workforce related subgroups – namely Staff Health and Wellbeing: Training, Development and Succession Planning; Recruitment and other groups as are deemed necessary.

The AHSCP Workforce Planning and Training Group reports directly to the AHSCP Strategic Planning Group with reports copied to the Senior Management Team (SMT), CASWG Group and Risk and Assurance Group following each quarterly meeting given inter-dependencies between the agendas of these groups.

## **2.5 Operational Governance**

The HSCP Senior Management Team (SMT) ensures senior management oversight and decision-making at an Aberdeenshire-wide level in relation to financial and operational issues, performance monitoring and implementation of IJB policy. The group meets on a fortnightly basis comprising senior managers, clinical and professional leads and is chaired by the Chief Officer. The Chief Officer provides the reporting line to the IJB as the SMT is not a formal committee of the IJB.

The HSCP has placed a strong emphasis on empowering localities in local service delivery and decision-making enabled by the formation of integrated multi-disciplinary teams managed and organised within localities. The SMT provides a decision-making forum for operational locality and/or service-specific issues requiring escalation to senior management level via operational management teams.

Key functions under the oversight of the Senior Management Team also include:

- Primary Care Oversight and Delivery
- Property and Asset Management
- Resilience (through the HSCP Resilience Group ensuring the IJB meets its statutory requirements as a Category 1 responder)
- Oversight of staff governance (described in further detail below in section 2.6).
- Performance monitoring of the improvement workstreams under the HSCP's Strategic Delivery Plan (described in section 2.8)
- Operational and financial decision-making processes arising from the Commissioning and Procurement and Workforce and Training Groups – reports also submitted to the Strategic Planning Group.

## **2.6 Staff Governance**

The Joint Staff Forum provides the necessary oversight and assurance to enable both the HSCP and staff working within the HSCP to fulfil the reciprocal duties of the Staff Governance Standard as described in the Aberdeenshire Integration Scheme.

The purpose of the Forum is to provide an opportunity for any workforce issues within the HSCP to be discussed in an open and constructive way, and to support the development and achievement of common goals and objectives, involving staff, managers and recognised trade unions and professional organisations.

The Forum has within its scope all issues that affect those employees working under the IJB arrangements with the exception of any issues concerning terms and conditions of service or employment policy which remain the responsibility of the respective employers (i.e. Aberdeenshire Council and NHS Grampian). Reporting lines exist to both the Aberdeenshire Council Joint Consultative Forum and NHS Grampian Area Partnership Forum.

## **2.7 Risk Governance**

### **2.7.1 Overview and Principles**

The Aberdeenshire HSCP Risk Management Framework includes the IJB's Risk Appetite statement, Risk Management Policy, procedures, strategic IJB risk register and operational clinical/care and resource risk register and day to day risk management processes utilising Datix.

Risk Management is a means of identifying hazards, evaluating the potential risk and establishing mitigating controls and this is a crucial task for the IJB to successfully achieve their objectives and deliver strategic plans. It is also a vital component in achieving and maintaining clinical and corporate governance.

### **2.7.2 Risk Reporting Structure**

All IJB papers reflect risks on the IJB's risk register. The IJB Risk Register is formally reviewed by the IJB's Audit Committee alongside strategic resource related risks in relation to overall governance. Strategic clinical and care risks are reviewed by the IJB's Clinical and Adult Social Work Governance Committee.

Operationally the Clinical and Adult Social Work Group reviews clinical and care strategic and operational risks identified within the IJB and the Risk and Assurance Group reviews strategic and operational resource risks.

All staff have the ability to identify hazards and add risks to the clinical and care or resource section of the risk register. Risks held on Datix are also open to review by NHS Grampian and Aberdeenshire Council (including Auditors).

## **2.8 Performance Governance**

### **2.8.1 Overview**

Performance governance within Aberdeenshire HSCP is based on a tiered approach to provide assurance at local and strategic levels within the HSCP, to NHS and Council partners and the Scottish Government. Ultimate accountability for and scrutiny of performance is held by the IJB.

The performance reporting framework has been developed taking cognisance of the key characteristics associated with good performance information and performance management arrangements. This approach recognises that different 'tiers' of performance data, interdependent and of equal importance, are required to ensure different parts of the organisation have the information they require for effective service planning, delivery and decision-making.

### **2.8.2 Strategic Performance Reporting**

A core function of the HSCP's performance framework is to provide evidence and assurance as to delivery of the HSCP's Strategic Plan and strategic priorities.

Responsibility for performance monitoring against the major transformational initiatives within the HSCP's Strategic Delivery Plan sits with the Strategic Planning Group in turn reporting to the IJB. Performance reports on progress against the Strategic Delivery Plan are presented to the IJB on a quarterly basis. The purpose of these reports are to:

- Provide the IJB with assurance as to progress towards delivery of the Strategic Plan and key milestones
- Provide evidence of outcomes at an organisational level
- Inform IJB planning and decision-making around the longer-term direction of the organisation (over a period of months and years)

Responsibility for monitoring and oversight of other workstreams including improvement projects is held by the Senior Management Team.

Information which fulfils other aspects of performance and assurance is also regularly presented to the IJB reflecting the breadth of the IJB's responsibilities and accountabilities. This includes:

- Financial performance reporting at each IJB meeting
- Reports from IJB committees on their respective areas of governance responsibilities (IJB Audit Committee and Clinical and Adult Social Work Governance Committee)
- Service-specific annual reports
- Progress reports against key areas of service redesign, inspections and service plans.

On an annual basis the IJB publishes a performance report in line with [The Public Bodies \(Joint Working\) \(Content of Performance Reports\) \(Scotland\) Regulations 2014](#). Its purpose is to provide an open account of its performance in relation to planning and delivering the health and social care services it is responsible for, and to evidence its progress towards delivery of the National Health and Wellbeing Outcomes.

In addition, the Ministerial Strategic Group for Health and Community Care (MSG) monitors the progress of all HSCPs in Scotland towards the key objectives of integration, against a set of six performance indicators. The Aberdeenshire IJB agrees objectives for each of these indicators on an annual basis with progress against targets reported to the IJB and MSG.

### **2.8.3 Operational Performance**

Weekly and monthly dashboard reports provide performance information relating to key operational metrics and risk issues as defined by the SMT. The purpose of these reports are to:

- Inform senior management in the short to medium term planning, delivery and decision-making around operational services and to identify and inform improvement actions required.
- Allow senior and operational managers to understand how their services are performing, in particular to identify and understand any emerging demands or trends, and to respond accordingly.

This data supports quarterly performance review meetings with the Chief Officer of the HSCP and the Chief Executives of both NHS Grampian and Aberdeenshire Council. The HSCP also supports and contributes to the respective performance reporting and assurance frameworks in place for each parent organisation where relevant to the services the HSCP is responsible for. This includes 6 monthly reporting on the HSCP's progress against its Strategic Delivery Plan to the Communities Committee and also Area Committees (the latter augmented by more detailed information on local health and social care service activities and performance matters).

The HSCP reports progress on locally agreed performance measures to the Council Senior Leadership Team, and to the NHS Grampian Chief Executive Team in addition to formal quarterly reports for the NHS Grampian Annual Delivery Plan on relevant areas of performance under the HSCP's responsibility.

## **2.9 Partnership Governance**

The HSCP has an interest in a number of 'partnerships' where it has a responsibility to engage fully with such partners with the aim of achieving best value and ensuring relevant outcomes are defined and met.

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In line with the Aberdeenshire Council definition for its own [Partnership Register](#), partnership in this context is defined as having:

- *an agreed framework for jointly delivering common goals, with*
- *shared risk and resources, which provide*
- *identified added value and measurable impact, based on*
- *shared accountability for outcomes, which cannot be obtained in other ways.*

*This excludes:*

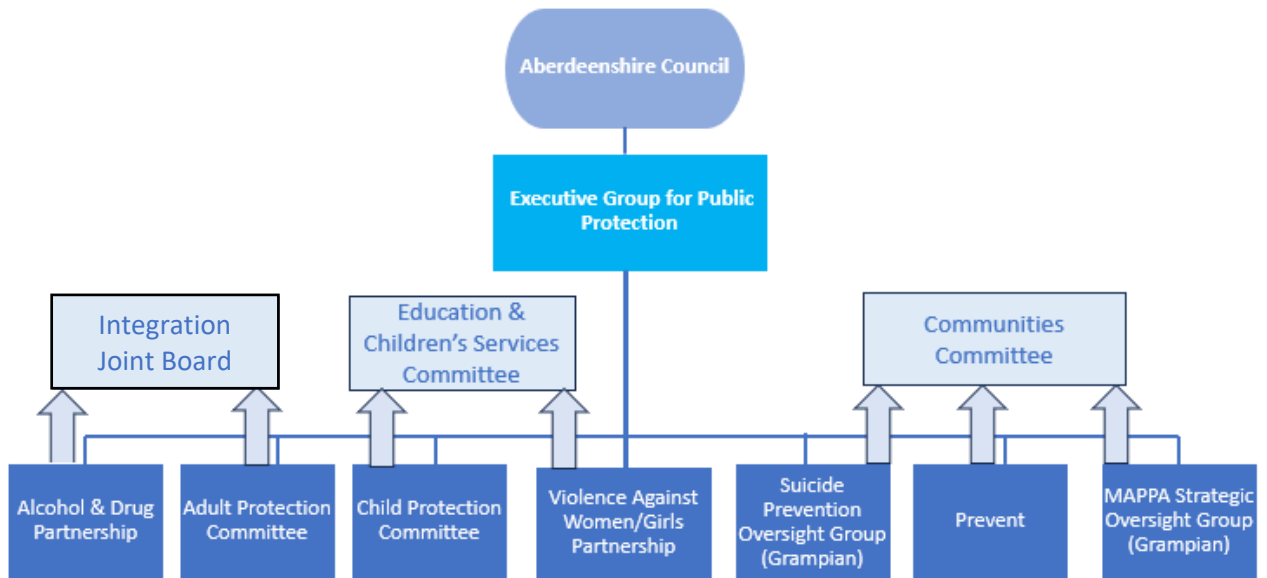
- *professional bodies or membership organisations - representative bodies which could either include a member from each of the 32 local authorities or a body that has members which pay a fee to receive services*
- *informal networking groups - groups that exist to inform stakeholders with common interests rather than deliver outcomes*
- *contractual relationships - includes those relationships bound by a Service Level Agreement or similar, or anything procured*
- *short-life task-and-finish groups – groups which are brought together in the short term to deliver on a task and then cease to meet.*

In accordance with the Council policy this does not include statutory partnerships that the HSCP is involved with. This includes:

**Aberdeenshire Community Planning Partnership** - The [Aberdeenshire Integration Scheme](#) provides that the IJB will be a statutory partner in the Community Planning Partnership in accordance with s.4(4) and Schedule 1 of the [Community Empowerment \(Scotland\) Bill](#) (or any such subsequent enactment).

**Aberdeenshire Executive Group for Public Protection (EGPP)** – Across Scotland, Chief Officers Groups have a statutory duty to protect the most vulnerable people in their local area by providing leadership, governance, and effective oversight of public protection arrangements. In Aberdeenshire this responsibility is achieved through the Aberdeenshire Executive Group for Public Protection (EGPP). All public protection areas have a specific multi-agency partnership committee, which provides assurance and sets strategic direction for practice improvements. The HSCP is represented on all public protection committees. As well as this governance arrangement through the EGPP and Public Protection Committees the IJB receive appropriate reports on Adult Support and Protection and the Alcohol and Drug Partnership.





**Aberdeenshire Third Sector Interface** – The [Public Bodies \(Joint Working\) \(Scotland\) Act 2014](#) places a statutory responsibility upon Integration Authorities to actively involve the third sector in the planning and design of integrated health and social care services. Subsequent guidance, [‘The Role of Third Sector Interfaces’](#), directed integration authorities to consider how their Third Sector Interface (TSI) is resourced to support, promote and develop the role of the third sector in the strategic commissioning and working arrangements of the HSCP, including the planning, design and delivery of services, as well as being a conduit for the third sector in relation to integration activities. The Aberdeenshire IJB approved a Direct Award to Aberdeenshire Voluntary Action (AVA) as the HSCP’s TSI from 2022/23 to 2024/25. This centres on three key objectives of: promoting and supporting volunteers; development and capacity building; and facilitation and co-ordination.

In accordance with the Aberdeenshire Council definition, the HSCP has identified its key partnerships and associated governance arrangements and outcomes as summarised in Appendix 5. This will continue to be updated as required in response to any changes in existing arrangements or as new partnerships are agreed.

## APPENDICES

### Appendix 1: Governance and Regulatory Framework – Key References

Aberdeenshire Council Financial Regulations

<http://publications.aberdeenshire.gov.uk/dataset/c8044f6f-e327-499f-bbc7-94ae9d699559/resource/442670e7-1957-406d-ab8a-02037439ae75/download/financial-regulations.pdf>

Aberdeenshire Council Partnership Working Policy and Register

[https://aberdeenshire.sharepoint.com/sites/Consultations582/SitePages/Partnership-Register\(1\).aspx](https://aberdeenshire.sharepoint.com/sites/Consultations582/SitePages/Partnership-Register(1).aspx)

Aberdeenshire Council Scheme of Governance

<https://aberdeenshire.sharepoint.com/sites/Arcadia/services/Pages/Business%20Services/Legal%20and%20Governance/Governance/Scheme-of-Governance-.aspx>

Aberdeenshire Health and Social Care Integration Scheme

<https://www.aberdeenshire.gov.uk/media/22082/aberdeenshireintergrationschemerev19-01-2018.pdf>

Aberdeenshire HSCP Duties of the Integration Joint Board

<http://publications.aberdeenshire.gov.uk/dataset/ea072b18-94a7-401d-bfac-cb57d00bf4a9/resource/1b576918-30c4-4e23-8788-aabf3c59b474/download/cusersspellascdocumentsduties-of-the-integration-joint-board-v3.pdf>

Aberdeenshire HSCP Strategies and Plans <https://aberdeenshire.gov.uk/social-care-and-health/ahscp/health-and-social-care-strategies-plans-and-reports/>

Aberdeenshire IJB Annual Accounts

<http://publications.aberdeenshire.gov.uk/dataset/ijb-accounts>

Aberdeenshire IJB Annual Performance Reports

<http://publications.aberdeenshire.gov.uk/dataset/aberdeenshire-health-and-social-care-partnership-annual-accounts>

Aberdeenshire IJB Governance Handbook

<http://publications.aberdeenshire.gov.uk/dataset/ea072b18-94a7-401d-bfac-cb57d00bf4a9/resource/ad86ee4d-a862-4148-941a-da756ab4be9c/download/aberdeenshire-ijb-governance-handbook.pdf>

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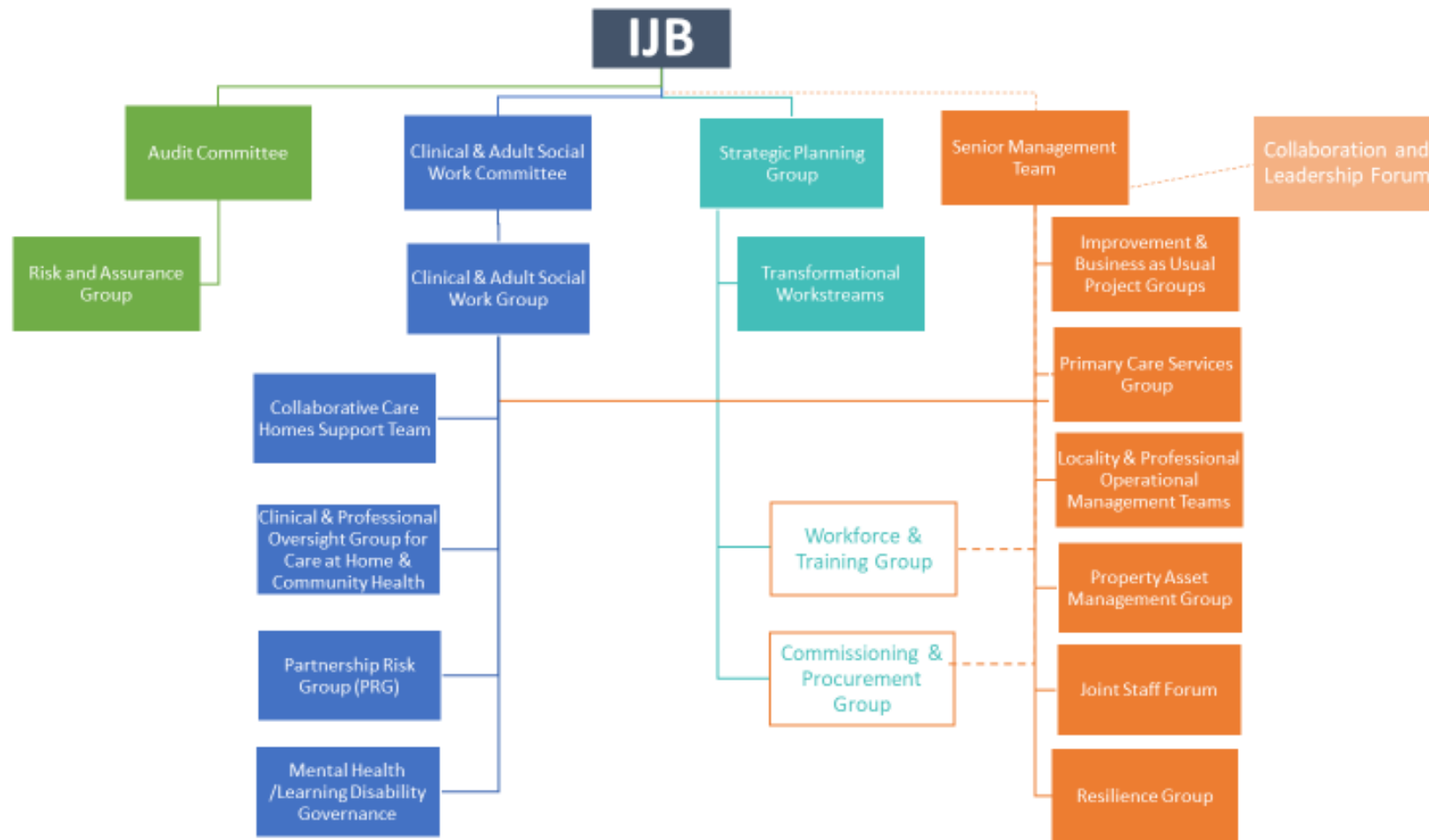
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Scottish Government (2015) National Health and Wellbeing Outcomes Framework  
<https://www.gov.scot/publications/national-health-wellbeing-outcomes-framework/>

Scottish Government (2015) Clinical and Care Governance Framework (Health and Social Care Integration).  
<https://www.gov.scot/publications/clinical-care-governance-framework/>

Scottish Government (2019) National Partnership Delivery Framework to Reduce the Use of and Harm from Alcohol and Other Drugs.  
<https://www.gov.scot/publications/partnership-delivery-framework-reduce-use-harm-alcohol-drugs/>

Appendix 2: Aberdeenshire HSCP High Level Organisational Meeting Structure, September 2023



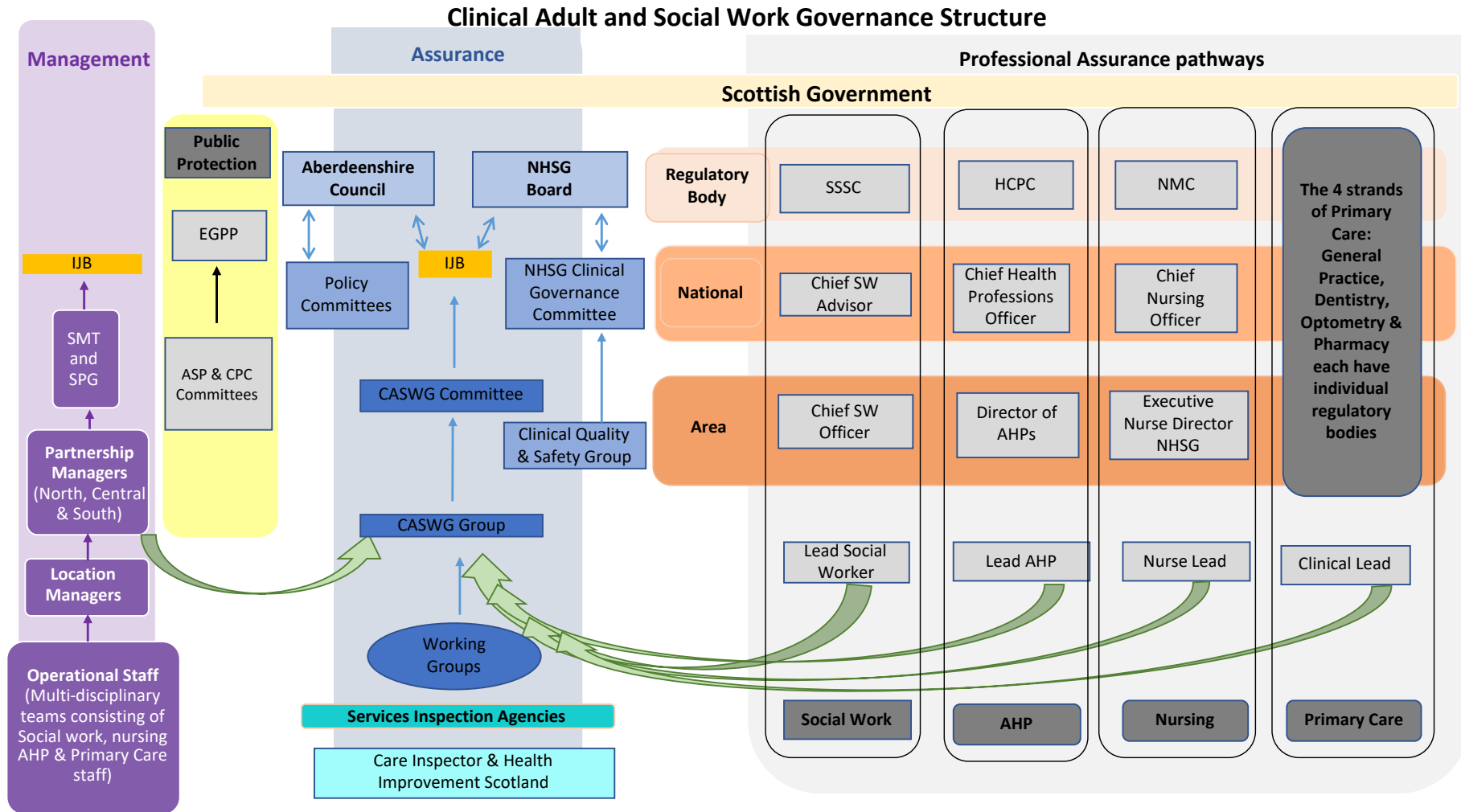
**Notes:**

1. This is a simplified high-level representation of the HSCP meetings structure. Various groups have a supporting sub-structure of groups to deliver key tasks and responsibilities.
2. Similarly many of these groups will have reporting relationships to other groups including NHS and Council structures, not illustrated here.

**Appendix 3: Aberdeenshire HSCP High Level Organisational Meeting Structures – Summary of Core Role and Functions**

Group	Summary of Core Role / Functions	Reports to
IJB Audit Committee	<ul style="list-style-type: none"> <li>Assist the IJB to deliver its responsibilities for the conduct of public business, and the stewardship of funds under its control.</li> <li>Provide assurance to the IJB that appropriate systems of internal control are in place to ensure that: business is conducted in accordance with the law and proper standards; public money is safeguarded and properly accounted for; Financial Statements are prepared timeously and give a true and fair view of the financial position of the IJB for the period in question; and reasonable steps are taken to prevent and detect fraud and other irregularities.</li> </ul>	IJB
Clinical and Adult Social Work Governance Committee	<ul style="list-style-type: none"> <li>Provide leadership for the development and implementation of clinical and adult social work governance within the HSCP.</li> <li>Ensure service users and their representatives and staff at all levels of the organisation are engaged with clinical and adult social work governance.</li> <li>Assure the IJB that appropriate clinical and adult social work governance mechanisms are in place and functioning effectively throughout the organisation.</li> </ul>	IJB
Strategic Planning Group	<ul style="list-style-type: none"> <li>Develop the Strategic Plan, promote the values and priorities in the Strategic Plan, and review the Strategic Plan on an annual basis.</li> <li>Provide the governance structure for reporting progress from sub-groups specifically the service-specific and project groups leading on implementation of the transformational initiatives under the Strategic Delivery Plan.</li> <li>Oversee the mainstreaming of equalities and delivery of actions to achieve the HSCP's equalities outcomes, ensuring due regard is given to people protected by the Equality Act and Fairer Scotland Duty, when implementing the strategic delivery plan initiatives.</li> </ul>	IJB
Senior Management Team	<ul style="list-style-type: none"> <li>Ensure senior management oversight and decision-making at an Aberdeenshire-wide level in relation to financial and operational issues, performance monitoring and implementation of IJB policy.</li> <li>Provide a decision-making forum for operational locality and/or service-specific issues requiring escalation to Aberdeenshire senior management level.</li> <li>Monitor performance against improvement and business as usual projects under the strategic delivery plan.</li> </ul>	IJB via Chief Officer

Appendix 4: Clinical Adult and Social Work Governance Structure and assurance pathways



## Appendix 5 - Partnerships Governance

### Purpose:

This document sets out the purpose and intended outcomes of each ‘partnership’ that the AHSCP is actively involved with in order to ensure clarity as to the intended outcomes and to help assess whether the partnership is delivering its objectives. Overall responsibility for oversight of Partnership Governance is held by the AHSCP Risk and Assurance Group reporting to the Aberdeenshire IJB Audit Committee.

### Definition:

The definition to be adopted by the AHSCP is based on [Aberdeenshire Council’s Partnership Policy](#) which refers to the following: “A partnership has:

- an agreed framework for jointly delivering common goals, with
- shared risk and resources, which provide
- identified added value and measurable impact, based on
- shared accountability for outcomes, which cannot be obtained in other ways. This typically excludes:
  - informal networking groups
  - contractual relationships
  - short-life task-and-finish groups, such as those which involve a service level agreement
  - outside bodies, such as those identified in the Council’s confident governance project.”

### Register of Partnerships

Name	Background and Purpose	Intended Outcomes	Governance
<b>Alcohol and Drug Partnership (ADP)</b>	Across Scotland, Alcohol and Drug Partnerships have been established with representation from local partners including health boards, local authorities, police and voluntary agencies. They have responsibility for commissioning and developing local strategies to reduce the use of and harms from alcohol and drugs and promote recovery, based on local need. <a href="#">Alcohol and Drug Partnerships: delivery framework - gov.scot (www.gov.scot)</a>	The Aberdeenshire ADP has updated its Partnership Agreement in 2023. This makes clear the governance of Aberdeenshire ADP so that all partners involved are clear about the accountability arrangements and their responsibilities when working together in the identification, pursuit, and achievement of agreed, shared outcomes. It sets out the Aberdeenshire ADP’s approach to Strategic Planning, Financial Arrangements, Quality Improvement and Governance and Oversight.	The Partnership Agreement describes the ADP’s internal governance and reporting relationships and the ADP Committee’s reporting relationships to the wider public sector governance structure including reporting to the Integration Joint Board on delivery of agreed strategic priorities, Executive Group for Public Protection and the Aberdeenshire Community Planning Board, and Scottish Government.

**DRAFT V2.0 (002)**

<b>Name</b>	<b>Background and Purpose</b>	<b>Intended Outcomes</b>	<b>Governance</b>
<p><b>Local Resilience Partnership</b></p>	<p>Regional and Local Resilience Partnerships (RRPs/LRPs) are the principal mechanisms for multi-agency co-ordination under The Civil Contingencies Act (2004).</p> <p>The purpose of each LRP is to maintain effective local liaison and collaboration. The LRP should also assist develop and deliver the Work and Training/Exercising programmes derived from the RPA process. In addition, LRPs should incorporate actions, identified through local process, into the respective programmes.</p> <p>They promote co-operation between organisations in preparation for and responding to national emergencies.</p> <p><b>Legislative Duties</b></p> <p>The Civil Contingencies Act places a number of legal duties upon Category 1 responders. These are:</p> <ol style="list-style-type: none"> <li>1. Duty to <b>assess risk</b></li> <li>2. Duty to <b>maintain emergency plans</b></li> <li>3. Duty to <b>maintain business continuity plans</b></li> <li>4. Duty to <b>promote business continuity</b> (Local Authority Duty)</li> <li>5. Duty to <b>communicate with the public</b></li> <li>6. Duty to <b>share information</b></li> <li>7. Duty to <b>co-operate</b>.</li> </ol>	<ul style="list-style-type: none"> <li>• Implement plans, policies and strategies agreed by NOSRRP</li> <li>• Ensure response to major incidents and emergencies is effective</li> <li>• Develop and maintain local multi-agency plans as required</li> <li>• Promote resilience through delivery of local training and exercising</li> <li>• Debrief incidents and exercises and share lessons identified</li> <li>• Participate in development and maintenance of a Community Risk Register</li> <li>• Participate in effective risk management process</li> </ul>	<p>A Local Resilience Partnership is not a statutory body, has no legal identity, nor does it have powers to direct individual members. Notwithstanding this, the Civil Contingencies Act does require that partners convene and a LRP will be the forum where statutory duties are collectively discharged.</p> <p>Chief Officers from all Category 1 organisations will be invited to attend each meeting of a LRP which takes place in their area (3 meetings a year). Members unable to participate in a meeting may be represented by an appropriate person or proxy, providing that person declares details of representation at commencement of meetings. That person and all members attending should have delegated authority to make decisions and commit resources, on behalf of their parent organisation or the one being represented.</p> <p>LRP business and related activity will be coordinated by Scottish Government Resilience Coordinators.</p> <p>Chief Officers will provide leadership and direction in relation to resilience related business and ensure resources are made available to always respond effectively and to deliver agreed Work and Training/Exercising Programmes.</p>



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Name	Background and Purpose	Intended Outcomes	Governance
<p><b>Health and Transport Action Plan</b></p>	<p>HTAP Purpose: “To enable providers of transport, health and social care services to work together in a more co-ordinated manner in order to improve outcomes and efficiency of service delivery, both in reducing the adverse impacts of transport choices on public health and in improving access to health and social care.”</p>	<p>The Steering Group oversees two themed sub-groups: 1. Transport &amp; Public Health Sub-Group 2. Access to Health &amp; Social Care Sub-Group</p> <p><b>Transport &amp; Public Health</b></p> <p><i>Objective T&amp;PH1</i> For partners to use their collective influence and resources within and between their own organisations and at a national level to further increase provision of high-quality infrastructure for active travel, and to promote, inspire and enable more people to walk and cycle as part of their everyday lives.</p> <p><i>Objective T&amp;PH2</i> For health professionals to ensure planners and decision-makers are informed of the adverse public health impacts of the transport system and to support those partners already working to resolve them, most notably in order to:</p> <ul style="list-style-type: none"> <li>• Reduce air pollution, especially within Air Quality Management Areas;</li> <li>• Reduce the number of people exposed to high transport noise levels;</li> <li>• Reduce the number of people killed or seriously injured on the transport network;</li> <li>• Reduce the number of people isolated from their communities and key services by lack of appropriate transport;</li> <li>• Ensure that transport policies support sustainable and healthy communities.</li> </ul> <p><b>Access to Health &amp; Social Care</b></p> <p><i>Objective AHSC1</i> For partners to gain a detailed understanding of the gaps or inequalities in access to or from health and social care services, and to resolve identified problems.</p>	<p>Each year the HTAP Annual Report is submitted to the three Grampian Community Planning Partnerships and made available to all partner organisations wishing to submit to Committee or Board level, depending on the nature of organisation. A copy is also submitted to the Mobility &amp; Access Committee for Scotland (MACS).</p> <p>The work of HTAP is overseen by a governance structure comprising of a Steering Group, and two sub-groups. The Steering Group provides strategic oversight of the progress made towards the aims of the HTAP. The membership includes senior representatives of NHS Grampian, Nestrans, Scottish Ambulance Service, Aberdeen City Council, Aberdeenshire Council, Moray Council, Community Transport Association (Scotland), along with agreed representation from the third sector, Health &amp; Social Care Partnerships, a member of the Mobility &amp; Access Committee for Scotland (MACS), Scottish Government Health Directorate and a Public Representative.</p>

## DRAFT V2.0 (002)

Name	Background and Purpose	Intended Outcomes	Governance
		<p><b>Objective AHSC2</b> For partners to more fully co-ordinate the planning and delivery of health and social care and transport in order to improve the efficiency and financial sustainability of services.</p> <p><b>Objective AHSC3</b> For partners to work together to ensure that Transport to Health &amp; Social Care is undertaken by sustainable modes wherever possible, or that care is provided without travel if appropriate</p>	