



ANGUS HEALTH AND SOCIAL CARE
INTEGRATION JOINT BOARD AUDIT COMMITTEE – 11 DECEMBER 2019
GOVERNANCE ACTIONS PLAN
REPORT BY ALEXANDER BERRY, CHIEF FINANCE OFFICER

ABSTRACT

In compiling the Integration Joint Board's Annual Internal Audit report, the IJB's Internal Auditors noted that previous recommendations regarding Governance Action Plans had not been properly maintained during 2018/19. This report provides that "Governance Action Plan" for ongoing review by the Audit Committee. The source of "actions" includes the 2018/19 Annual Internal Audit Report and the IJB's Governance Statement. In future it may also reflect issues emerging from External Audits or other sources.

1. RECOMMENDATIONS

It is recommended that the Integration Joint Board Audit Committee:-

- (i) note the attached Governance Actions Plan;
- (ii) consider previously agreed timelines for MSG update reports; and
- (iii) request that Governance Action Plan updates be submitted to all future meetings of the Angus IJB Audit Committee until agreed otherwise.

2. BACKGROUND

2.1 Since the inception of the IJB, the IJB has sought to address a series of governance issues. These are flagged up through a variety of sources including, primarily, the Annual Internal Audit report, the IJB's own Governance Statement and External Audits reports. At times issues can overlap or do evolve over time. As clearly described in the IJB's own Governance Statement a number of issues that still need resolved have been outstanding for some time.

In late 2018/19, the Ministerial Strategic Groups' (MSG) review of Integration also resulted in the development of an action plan to address shortcomings – many of these will overlap with previous recommendation from , for example, Internal Audit. The MSG action plan was shared with the main IJB Board in August 2019. At the time it was agreed that a report on progress by submitted annually to the IJB. The IJB Audit Committee may wish to review this timescale and suggest an earlier date (e.g. February 2020) to allow the IJB to be more closely sighted on progress and to more thoroughly prepare for future iterations of the MSG evaluation.

The more recent action plan from the MSG report aside, the IJB's Internal Auditors have still recommended a Governance Action Plan is maintained for the IJB. The current version of this plan is attached.

Actions listed in appendix 1 refer back to the 2018/19 Annual Internal Audit Report but a number of issues are also referenced in the IJB's Governance Statement or have been referred to in previous Internal Audit reports. In some instances, while the previous Internal Audit Follow Up Actions remaining outstanding, they sufficiently overlap with actions listed here that they have now been subsumed in to this report. This applies to actions associated with Audits AN06/17 (Performance Management) and AN05/18 (Clinical, care and Professional Governance).

This action plan will be shared at future IJB Audit Committee's and progress to deliver actions can therefore continue to be tracked by the Audit committee. The Annual Internal Audit report noted "It is vital that the Audit Committee regularly monitors progress in implementing the MSG report as well as previously agreed governance actions". This report is intended to facilitate that.

- 2.2 The status actions is described using the same indicators as are used in the IJB's separate "Internal Audit Report – Follow Up Actions" reports regularly provided to the IJB and will be as follows:-

Status Category	Explanation of Status
TBC	Still "To be confirmed" – occasionally used where no information is available or has been made available.
Complete	Action complete.
Complete (Ongoing)	Action complete, but with an ongoing requirement.
Not Yet Started	Applies to actions not overdue.
Limited Progress	Applies to actions not overdue.
Good Progress	Applies to actions not overdue.
Overdue (*Not Yet Started / Limited Progress / Good Progress)	Overdue actions with detail re progress.
Superseded	Action superseded or no longer relevant. Commentary will provide clarity.

Actions that are "complete" will be reported for 2 successive Audit Committees to provide context. Some actions may eventually be superseded by other circumstances, recommendations or actions. Note that in all instances, the commentary in the appendix may provide further information

- 2.3 It is clear from the appendix that much work still needs to be initiated or progressed or concluded to develop the IJB's overall governance arrangements. As has been noted before, a number of issues included in this report are particularly complex and cannot be solved by the IJB in isolation. However the IJB will need to be able to demonstrate progress to the Audit Committee and, for example, Internal Audit, over the coming year with these issues.
- 2.4 The IJB's Audit Committee should be aware that shortcomings in corporate support can undermine the IJB's ability to progress some governance issues at the required pace. This is evident in that a number of items due for December 2019 completion, while not yet overdue are not yet complete.

3. CONCLUSIONS

The IJB should note the attached IJB Governance Action Plan and request that updated versions of this are submitted to future Audit Committees.

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List of Appendices:
Appendix 1: Angus IJB Governance Actions Plan

Angus Integration Joint Board: Governance Actions Plan							Appendix 1		
Source	Reference	Comment / Recommendation	Priority	Management Response / Action	Action by	Due Date	Status at Audit Committees		Status - Comment
							Aug.19	Dec.19	
2018/19 Annual Internal Audit Report	1(a)	Monitor MSG action plan.	2	See separate report to IJB.	Chief Officer	Aug-19	Complete	Complete	See Report - TBC
2018/19 Annual Internal Audit Report	1(b)	Monitor previously agreed governance actions. (See below)	2	The IJB acknowledges the need for a general Governance Action Plan and a plan will be developed for submission to the Audit Committee.	Chief Finance Officer	Aug-19	Complete	Complete	Complete - See this report.
2018/19 Annual Internal Audit Report and IJB's Governance Statement)	1(c)	Clarification of overall Governance and Accountability arrangements.	N/A	CO/CFO to develop a statement regarding this to clarify arrangements beyond original Integration Scheme.	Chief Officer / Chief Finance Officer	Dec-19	Not Started Yet	Limited Progress	Statement to reflect outcomes of MSG action Plan. Initial discussions with IJB Programme Manager and Chief Internal Auditor now underway.
2018/19 Annual Internal Audit Report and IJB's Governance Statement)	1(d)	Corporate and other Support arrangements to address overall IJB capacity.	N/A	Plan to be developed.	Chief Officer	Dec-19	Not Started Yet	Not Started Yet	To be considered as part of overall response to Audit Scotland and MSG reports.
2018/19 Annual Internal Audit Report, IJB's Governance Statement) and IA report AN06/17	1(e)	Large Hospital Set Aside	N/A	Plan to be developed. CO to initiate further dialogue with NHS Tayside.	Chief Officer / Chief Finance Officer	Dec-19	Limited Progress	Limited Progress	To be developed in conjunction with NHS Tayside.
2018/19 Annual Internal Audit Report	1(f)	Induction and Development for Board members.	N/A	Induction and Development process for Board and Audit Committee members to be refined and documented.	Chief Officer - Integration Improvement Manager	Dec-19	Limited Progress	Limited Progress	Initial ideas under consideration.
2018/19 Annual Internal Audit Report, IJB's Governance Statement) and IA report AN06/17, AN05/18	1(g)	Hosted Services arrangement to include risk management , performance management and financial monitoring.	N/A	IJB intends to develop a consolidated information set regarding locally hosted services covering Finance, Performance and Risks.	Chief Finance Officer	Dec-19	Limited Progress	Limited Progress	Links to previous Internal Audit reports regarding Performance Management for Hosted Services.
2018/19 Annual Internal Audit Report	2	The HSCI principles should be taken into account when taking forward actions arising from the MSG report.	2	The IJB will take into account HSCI principles when taking forward MSG related actions with Partners.	Chief Officer	Dec-19	Not Started Yet	Limited Progress	Implementation of Action Plan dependent on approval of MSG Action Plan.
2018/19 Annual Internal Audit Report		Any changes arising from this process should be incorporated into the next update of Standing Orders, Scheme of Delegation and Standing Financial Instructions.	2	The IJB acknowledges that reviews of Standing Orders, Schemes of Delegation and SFIs may subsequently be required and will review these during 2019.	Chief Officer	Dec-19	Not Started Yet	Good Progress	A review of Standing Orders has been undertaken and will be shared with the February 2020 IJB, but may need to be revisited if governance and accountability arrangements further clarified. Scheme of Delegation partly dependent on similar clarifications.
2018/19 Annual Internal Audit Report	3	We would recommend that this approach is adopted generally where performance falls below agreed parameters.	2	The IJB acknowledges this could have been considered for issues such as hospital re-admission and falls in 2018/19. In future Performance reporting, the IJB will seek to be clearer about areas requiring follow-up reporting in future.	Head of Service (North)	Dec-19	Limited Progress	Complete	This recommendation is now adopted with a follow up Falls report provided to the October IJB meeting. Similar follow up reports on performance issues will be provided to the IJB Board.
2018/19 Annual Internal Audit Report	4	Consideration should be given to updating the committee report template to highlight any areas where a decision will require specific inclusion in directions.	2	The IJB is aware of impending Scottish Government guidance regarding the use of Directions and will amend its Board reporting to reflect revised guidance.	Chief Officer	Oct-19	Limited Progress	Limited Progress	Final Guidance Scottish Government guidance still to be issued. IJB originally expected to adopt final or draft guidance from October 2019, now delayed.
2018/19 Annual Internal Audit Report	5	An exercise may be required to ensure that business continuity plans cover all services delegated to the IJB and reflect the new integrated structures.	3	The IJB will review its business continuity plans through the Clinical Care and Professional Governance Forum.	Associate Medical Director	Dec-19	Not Started Yet	Limited Progress	Mapping exercise to be proposed which will map current service Business Continuity Plans and those of Angus Council and NHS Tayside, then reported through CCPG. Capacity to undertake this has still to be agreed.

Angus Integration Joint Board: Governance Actions Plan							Appendix 1 (Cont.)			
Source	Reference	Comment / Recommendation	Priority	Management Response / Action	Action by	Due Date	Status at Audit Committees		Status - Comment	
							Aug.19	Dec.19		
2018/19 Annual Internal Audit Report	6	The Audit Committee's annual report should include a conclusion that the committee has fulfilled its remit and delivered the functions delegated to it by the IJB.	3	The IJB accepts this recommendation and will implement for the 2018/19 report to the IJB Board.	Chief Finance Officer	Aug-19	Complete	Complete	See separate reports to IJB/IJB Audit Committee.	
2018/19 Annual Internal Audit Report	7 (See B3(i) below)	The reasons for this variation from latest projections to final year-end out-turn should be understood and appropriate remedial actions taken to reduce likelihood of such movement in future and for this to be reported to the Audit Committee.	2	The reasons for this variation from latest projections to final year-end out-turn should be understood and appropriate remedial actions taken to reduce likelihood of such movement in future and for this to be reported to the Audit Committee.	Chief Finance Officer	Aug-19	Limited Progress	Limited Progress	Of the 3 areas of late variation, only one area is thoroughly understood. The IJB awaits feedback from NHS Tayside and Angus Council re other issues.	
2018/19 Annual Internal Audit Report	A1(ix)*	Improvement and Change Programme updates not provided to IJB regularly.		The IJB will reflect on this issue and clarify to a future IJB Board.	Head of Service (South)	Oct-19	Limited Progress	Complete	Reports to December 2019 IJB meeting clarify Improvement and Change Programme reporting.	
2018/19 Annual Internal Audit Report	A2(v)*	The IJB's Risk Management Strategy will require revision once new arrangements have been agreed across Tayside.		The IJB will monitor this situation.	Head of Service (North)	Dec-19	Limited Progress	Limited Progress	Under review.	
2018/19 Annual Internal Audit Report	A2 (vi)*	The Audit Committees Standing Orders should be reviewed.		Further reviews will take place once Finance capacity allows for this.	Chief Finance Officer	Dec-19	Not Started Yet	Not Started Yet	A limited review took place in 2018 and 2019, however further reviews are dependent on Finance capacity.	
2018/19 Annual Internal Audit Report	A2(ix)*	An implementation plan to support the delivery of the Strategic Plan is to be developed.		The IJB will develop this through the Strategic Planning Group.	Head of Service (South)	Dec-19	Limited Progress	Limited Progress	Under consideration - including at August Strategic Planning Group.	
2018/19 Annual Internal Audit Report	B3(i)*	The reasons for late changes to 2018/19 year end projections to be understood and remedial action taken to reduce likelihood of similar movement in future.		All issues to be followed up by Chief Finance Officer and reported back to IJB or IJB Audit Committee.	Chief Finance Officer	Aug-19	Limited Progress	Limited Progress	Of the 3 areas of late variation described below, only one area is thoroughly understood. The IJB awaits feedback from NHS Tayside and Angus Council re other issues.	
					CFO/ NHS Tayside Finance	Aug-19	Limited Progress	Limited Progress	NHS Tayside have been contacted - response awaited.	
					Partnership Funds	CFO	Aug-19	Complete	Complete	Issues related to lack of staffing over a number of months. Risk of reoccurrence likely to be reduced in future as funds now increasingly mainstreamed.
					Adult Services Income	CFO/ Angus Council Finance	Aug-19	Limited Progress	Limited Progress	Angus Council have been contacted - response awaited.

Notes - "*" indicates these issues were not formal recommendations.