



## **ANGUS HEALTH AND SOCIAL CARE**

### **INTEGRATION JOINT BOARD AUDIT COMMITTEE – 9 DECEMBER 2020**

#### **GOVERNANCE ACTIONS PLAN**

#### **REPORT BY ALEXANDER BERRY, CHIEF FINANCE OFFICER**

#### **ABSTRACT**

This report provides a “Governance Actions Plan” for ongoing review by the Audit Committee. The source of “actions” includes Annual Internal Audit Reports, Annual External Audit Reports and the IJB’s Governance Statement.

#### **1. RECOMMENDATIONS**

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

- (i) Note the attached Governance Actions Plan; and
- (ii) Request that an update regarding the MSG (Ministerial Strategic Group is brought back to the February 2021 IJB Committee).

#### **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 Annual Internal Audit reports, Annual External Audit Reports and the IJB’s own Governance Statement. At times issues can overlap or do evolve over time. As described in the IJB’s Governance Statement a number of unresolved issues have been outstanding for some time.

Further governance type issues were described in the action plan associated with the 2018/19 the Ministerial Strategic Groups’ (MSG) review of Integration.

This action plan is shared at all IJB Audit Committee’s and progress to deliver actions can therefore continue to be tracked by the Audit committee. From August 2020, a summary of governance issues has been documented in regular finance reports to the IJB thereby highlighting the same issues to the IJB Board.

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” – e.g. where no information is 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Superseded	Action superseded or no longer relevant.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 many actions still need to be progressed to improve 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 at the end of 2019/20, the IJB’s Internal Auditors have reiterated again the importance of the IJB understanding the outstanding governance issues and the importance of ensuring progress is made towards resolving these issues.

The impact of COVID-19 has had a significant impact on the capacity of the IJB to progress some outstanding governance issues. It is important for the Audit Committee to note and understand that the re-prioritisation associated with COVID-19 has led to work on some governance improvement actions being de-prioritised. However, while this means governance improvement has not progressed as anticipated, the IJB has done all it can to ensure that existing governance frameworks have been sustained. As noted elsewhere, the IJB’s Internal Auditors will review the IJB’s governance response to COVID-19 as part of Internal Audit report AN04/21.

- 2.4 The Audit Committee should specifically note the following:-

- Item 1- No update to the MSG was requested by the IJB in August 2020. It is suggested an update is requested to the February 2021 IJB.
- Item 2- A review of the Integration Scheme has been initiated collaboratively across Tayside but this will be a more limited exercise than originally envisaged due to COVID-19.

- 2.5 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.

### **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.

**REPORT AUTHOR: Alexander Berry, Chief Finance Officer**  
**E-mail details: [tay.angushscp@nhs.scot](mailto:tay.angushscp@nhs.scot)**  
**December 2020**

List of Appendices:

Appendix 1: Angus IJB Governance Actions Plan

**Angus Integration Joint Board: Governance Actions Plan**

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**Appendix 1**

Item	Source	Comment / Recommendation	Source Priority	Management Response / Action	Action by	Due Date	Status at Audit Committees			Status - Comment
							Jun-20	Aug-20	Dec=20	
1	2018/19 Annual Internal Audit Report	Monitor MSG action plan.	2	Via separate report to IJB.	Chief Officer	Was Aug'19, now Rolling	Overdue (Good Progress)	Overdue (Good Progress)	Complete	Report to August 2020 IJB. No agreement on follow up report. Suggests Audit Committee request update to February 2021 Committee.
2	2018/19 Annual Internal Audit Report and IJB's Governance Statement)	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	Overdue (Limited Progress)	Overdue (Limited Progress)	Overdue (Limited Progress)	Review of Integration Scheme has been initiated collaboratively across Tayside but this will be a more contained exercise than originally envisaged due to COVID-19.
3	2018/19 Annual Internal Audit Report and IJB's Governance Statement)	Corporate and other Support arrangements to address overall IJB capacity.	N/A	Plan to be developed.	Chief Officer	Dec-19	Overdue (Not Started Yet)	Overdue (Not Started Yet)	Overdue (Limited Progress)	IJB notified that this unlikely to be progressed in 20/21 but IJB has highlighted the importance attached to this in letters to Angus Council and NHS Tayside.
4	2018/19 Annual Internal Audit Report, IJB's Governance Statement and IA report AN06/17	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	Overdue (Limited Progress)	Overdue (Limited Progress)	Complete	Report to December 2020 IJB, with future actions to be determined by that report. (i.e. this action is complete / Superseded).
5	2018/19 Annual Internal Audit Report, IJB's Governance Statement) and IA report AN06/17, AN05/18	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	Overdue (Limited Progress)	Overdue (Limited Progress)	Overdue (Limited Progress)	Locally the IJB plans to improve the information shared with local IJBs regarding services hosted locally. The imperative of dealing with COVID-19 related issues has delayed some planned improvement work.
6	2018/19 Annual Internal Audit Report	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	Overdue (Limited Progress)	Overdue (Limited Progress)	Overdue (Good Progress)	Business Continuity Plans currently under review.
7	2018/19 Annual Internal Audit Report	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	Overdue (Good progress)	Overdue (Good progress)	Overdue (Good progress)	Of the 3 areas of late variation, two areas are now well understood. The IJB awaits is still in discussion with Angus Council regarding improvements in income reporting issues.

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**Appendix 1 (Cont.)**

Item	Source	Comment / Recommendation	Source Priority	Management Response / Action	Action by	Due Date	Status at Audit Committees			Status - Comment
							Jun-20	Aug-20	Dec=20	
8	2018/19 Annual Internal Audit Report	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	Overdue (Limited Progress)	Overdue (Limited Progress)	Overdue (Limited Progress)	Further development required for Improvement and Change Board and Angus Care Model plans, partly to reflect COVID-19.
9	2019/20 Annual Internal Audit Report	We would recommend that a report be prepared for the issue (outstanding governance actions) to be reiterated to the IJB, clearly setting out the reasons why these issues have not yet been resolved, the action required to overcome impediments and the implications for governance of failure to implement them on time. There should be	Significant	The IJB Audit Committee will continue to monitor governance actions. We have already agreed to take 4-monthly updates to the IJB regarding significant outstanding governance actions. We will include in those updates further information regarding governance implications and further steps including escalation. We will make these the subject of specific recommendations within reports to the	Chief Officer	Aug-20	N/A	Complete	Complete	See August IJB Finance report.
10	2019/20 Annual Internal Audit Report	The Governance action plan should be reviewed alongside other improvement plans to ensure activity is focused on the areas of highest importance...within available resources and management capacity. The COVID-19 recovery...process will have to include assessment of the impact of the pandemic on the assumptions on which the current Strategic Commissioning Plan is based. In addition, all supporting strategies will require review to take account of the impact of Covid-19 ... alongside the delivery of transformation which will need to continue to be rapid and genuinely transformative. Any review should ensure that that partner bodies have the ability and will to support the needs of the IJB. The Internal Audit plan to be presented to the Audit Committee in August 2020	Significant	The IJB will continue to review its Governance Action Plan. In addition, and as a response to COVID-19, the IJB will In due course review its Strategic Commissioning Plan and underlying assumptions and note this may result in significant revisions to the overall plan, supporting documents and the IJB's Risk Register with a likely focus on recovery, reconfiguration and transformation to meet revised population needs, resources and ways of working.	Chief Officer	Dec-20	N/A	Not Started Yet	Complete (Ongoing)	The Internal Audit report noted..."However a full review of the Strategic Plan to reflect COVID-19 depends on a clearer and more definitive understanding of the long term impact of COVID-19." Reports to the IJB in December 2020 note the need to adjust Strategic Financial Plan to reflect changes resulting from COVID-19. These will be the first changes of this sort, but future changes are likely.