



**ANGUS HEALTH AND SOCIAL CARE  
INTEGRATION JOINT BOARD AUDIT COMMITTEE – 22 JUNE 2022  
GOVERNANCE ACTIONS PLAN  
REPORT BY ALEXANDER BERRY, CHIEF FINANCE OFFICER**

**ABSTRACT**

This report provides an update regarding the Integration Joint Board's (IJB) "Governance Actions Plan".

**1. RECOMMENDATION**

It is recommended that the Integration Joint Board Audit Committee notes the attached Governance Actions Plan.

**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, the IJB's own Governance Statement and the 2018/19 Ministerial Strategic Groups' (MSG) Review of Integration. At times issues can overlap or evolve over time. As described in the IJB's Annual Governance Statement in both 2020/21 and draft for 2021/22, a number of unresolved issues have been outstanding for some time.

The Governance Actions Plan is shared at the IJB Audit Committee so progress can therefore be monitored. A summary of governance issues is also documented in regular finance reports to the IJB.

**3. CURRENT POSITION**

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

<b>Status Category</b>	<b>Explanation of Status</b>
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Superseded	Action superseded or no longer relevant.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 IJB Audit Committees to provide context. Some actions may eventually be superseded by other circumstances, recommendations or actions. Once noted as “Superseded”, actions will not be reported at further IJB Audit Committees. Note that in all instances, the commentary in Appendix 1 may provide further information.

From this report, the “Due Date” column also includes a revised planned completion date. In addition, after feedback from the last IJB Audit Committee Meeting a new column “Impact of Delay” has been added.

- 3.2 It remains clear from Appendix 1 that a number of actions still need to be progressed or concluded to improve the IJB’s overall governance arrangements. Progress on a number of governance issues has slowed since the onset of COVID-19 related capacity issues. The impact of COVID-19 and ongoing changes emanating from COVID-19 is still having a significant impact on the IJB’s ability to progress some improvement work. However, as has been noted before, a number of issues included in this report pre-date COVID-19, are particularly complex and cannot be solved by the IJB in isolation.

While this means governance improvement has not progressed as anticipated, the IJB continues to do all it can to ensure that existing governance frameworks have been sustained.

- 3.3 The IJB Audit Committee has previously indicated a willingness to intervene or lend support to assist progress of outstanding actions. At the moment, there are no recommended interventions asked of the IJB Audit Committee.
- 3.4 Most issues that have escalated to “governance issues” are characterised by their complexity and multi-faceted nature. Resolution requires capacity across the system to solve issues of this type, capacity is not currently available across all parts of the system, concurrently, to resolve a number of issues. The IJB is seeking to address capacity issues at a number of levels.

#### **4. PROPOSALS**

- 4.1 The IJB should note the attached IJB Governance Actions Plan and request that updated versions of this are submitted to future IJB Audit Committee Meetings.

#### **5. EQUALITY IMPACT ASSESSMENT**

An Equality Impact Assessment is not required.

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

Angus Integration Joint Board: Governance Actions Plan

Appendix 1

Item	Source	Source Reference	Comment / Recommendation	Source Priority	Management Response / Action	Action by	Due Date	Status at Audit Committees			June 2022 Status - Comment
								Apr-22	Jun-22	Impact of Delay	
1	2018/19 Annual Internal Audit Report, IJB's Governance Statement and 2020/21 External Audit	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	Originally Dec. 2019; Revised to Aug. 2022	Overdue (Good Progress)	Overdue (Good Progress)	Weakened governance	The draft Angus Integration scheme has been subject to public consultation and the revised scheme is likely to be approved by Angus Council and NHS Tayside in June. It will then be submitted to the Scottish Government for approval.
2	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	Originally Dec. 2019; Revised to Aug. 2022	Overdue (Limited Progress)	Overdue (Limited Progress)	Weakened governance	This continues to be work in progress with that progress delayed due to COVID. Finance information now well developed with plans developing to link in with broader reporting re Hosted Services. An approach to performance reporting for 'hosted' services has been agreed with Dundee and Perth & Kinross HSCPs. *
3	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.  While this action is complete, it will be retained on this until the annual CCPG report is shared	Associate Medical Director	Originally Dec. 2019.	Complete	Complete	N/A	Managerial leads within the HSCP have confirmed that BCPs have been reviewed and are in place for all HSCP services. Further work is planned to review these in the context of the COVID-19 pandemic and the change to category 1 responder status. That review will be subject to discussion within CCPG regarding how the HSCP ensures regular review of BCPs across the whole partnership, in conjunction with external partners and parent bodies. An update regarding this will be included in a BCP section of the annual CCPG report to the IJB.
4	2018/19 Ministerial Strategic Groups' (MSG) review of Integration	N/A	Develop written integrated guidance that enables joint job descriptions and recruitment where appropriate and encourages a culture of integration.	N/A	This action will rest with the IJB's partners. However the IJB may look to develop work-around options - still with support from partners.	Head of Service	Originally March 21; Revised to Aug 2022.	Overdue (Good Progress)	Overdue (Good Progress)	Weakened workforce planning	Angus Council and NHS Tayside HR Departments continue to work on proposals to work around historic obstacles to resolve underlying issues. *
5	2018/19 Ministerial Strategic Groups' (MSG) review of Integration	N/A	Partners to develop financial planning / reporting that reflects their role as a partner with the Health and Social Care Partnership.	N/A	Development of LHSA and Mental Health reporting.	Chief Finance Officer	Originally March 21; Revised to Aug 2022.	Overdue (Limited Progress)	Overdue (Limited Progress)	Weakened financial planning	Issue unlikely to be addressed until 2022/23.
6	2018/19 Ministerial Strategic Groups' (MSG) review of Integration	N/A	NHS Tayside to work with Integration Joint Boards to resolve the Large Hospital Set Aside agenda.	N/A	As per previous IJB reports.	Chief Officer/Chief Finance Officer	Originally March 21; Revised to Aug 2022.	Overdue (Limited Progress)	Overdue (Limited Progress)	Weakened financial planning	Issues re LHSA remain unresolved. Issues regarding Mental Health are more pressing, also unresolved for 2022/23 and are subject of discussion with NHST and AC.
7	2018/19 Ministerial Strategic Groups' (MSG) review of Integration	N/A	Service level agreements setting out explicitly the support arrangements and associated resources must be developed.	N/A	The update of support arrangements is included in work to deliver revisions of the Integration Scheme, to be completed this year. An approach to developing a memorandum of understanding has been agreed rather than a service level agreement. (Note the proposed IS now includes amended wording.)	Chief Officer	Originally March 21; Revised to Aug 2022.	Overdue (Limited Progress)	Overdue (Limited Progress)	Weakened management support	Will not be progressed until work on IS concluded and resource in place to then take this forward. (Note this action also now captures a similar issue from the 2018/19 Annual Internal Audit Report). *
8	2018/19 Ministerial Strategic Groups' (MSG) review of Integration	N/A	The IJB Audit Committee will consider a report on an assessment of the Partnership's effectiveness in relation to strategic commissioning.	N/A	See response to 2020/21 Annual Internal Audit report.	Head of Service	Originally March 21; Revised to Aug 2022.	Complete	Complete	Weakened planning	Internal Audit recommendations accepted at SPG on 02/02/22. These are being progressed through a series of actions, including SPG development session on 25/03/22.
9	IJB Action Points April 2022	N/A	The IJB is to consider the CIPFA "Ethical Framework"	N/A	To be progressed via the IJB's Audit Committee.	Chief Finance Officer (initially)	TBC	N/A	Not started Yet	Weakened governance	This work has not yet commenced.
10	External Annual Audit Report 2020/21	3	A number of governance documents (Financial Regulations, Scheme of Delegation, Equalities Mainstreaming Report) are not up to date or available on the website.	N/A	the IJB acknowledges the Equalities Mainstreaming Report needs to be updated and will progress this in near future.	Head of Service (GB)	originally Dec. 2021; Revised to Dec 2022	N/A	Overdue (Good Progress)	Weakened governance	The Equalities Mainstreaming Report is in the process of being updated. It is envisaged that this will be ready for SPG in August.
11					The IJB will develop a timeline to refresh key governance documents and, once progressed, ensure documents are accessible on the IJB's web sites.	Chief Officer/ Chief Finance Officer	Mar-22	N/A	Overdue (Limited Progress)	Weakened governance	Initial report re status of Governance documents shared at April 2022 Audit Committee. Further work required to develop documentation.