



ANGUS HEALTH AND SOCIAL CARE
INTEGRATION JOINT BOARD AUDIT COMMITTEE – 23 AUGUST 2023
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 IJB Audit Committee: -

- (i) Notes the report and the progress made to date in terms of delivering the planned response.

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 for 2022/23, it is acknowledged that 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. These are as follows: -

Status Category	Explanation of Status
TBC	Still "To be confirmed" – e.g. where no information is available.
Not Yet Started	Actions not yet started
Complete (Highlighted Blue)	Action complete.
On track (Highlighted Green)	Action is progressing and on track to be completed.
In Progress with minor issues (Highlighted Amber)	Overdue actions
Not on track with major	Overdue actions

issues (Highlighted Red)	
Superseded	Action superseded or no longer relevant. Commentary will provide clarity.

Actions that are “Complete” will be reported to one IJB Audit Committee. Some actions may eventually be superseded by other circumstances, recommendations or actions. Once noted as “Superseded”, actions will not be reported at further IJB Audit Committees.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.

3.2 Lead Partner Services

At the Audit Committee meeting on 21 June 2023 it was advised an update would be provided at the August 2023 and December 2023 Audit Committee meetings. Due to annual leave, at the time of writing this report limited progress had been made with these actions and therefore an update has not been attached. An update will still be available for December 2023.

- 3.3 Two actions have now been completed as detailed in Appendix 1. However, it remains clear that a number of actions still need to be progressed or concluded to improve the IJB’s overall governance arrangements. 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. Currently there isn’t capacity across all parts of the system, concurrently, to resolve a number of issues. The IJB continues to seek to address capacity issues at a number of levels.

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.

- 3.4 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.
- 3.5 Looking forward, noting a number of actions are now progressing, the IJB Audit Committee may wish to assess if the Governance Actions Plan needs to be retained as a discrete report or could perhaps become part of another report.

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

									Status at Audit Committees			
Item	Source	Source Ref.	Comment / Recommendation	Source Priority	IJB Assessed Priority	Management Response / Action	Action by	Due Date	Jun-23	Aug-23	Impact of Delay	August 2023 Status - Comment
1	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	Significant	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	Not on track with major issues	In Progress with minor issues	Weakened governance	Lead partner meetings with Heads of Service and CFOs from all three HSCPs have now been reestablished to progress.
2	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	Moderate	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.	On track	Complete	Weakened workforce planning	Guidance now completed and approved by Angus Council and NHST. Health Care Support Worker post now approved by Angus Council following grading panel outcome and graded at an LG6.
3	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	Moderate	Development of LHSA and Mental Health reporting.	Chief Finance Officer	Originally March 21; Revised to Aug 2022.	Not on track with major issues	Not on track with major issues	Weakened financial planning	In Patient Mental Health financial accountability issues remain unresolved where operational accountability remains with NHST. In future updates to this report, this action row will be amended to focus on Mental Health only and the row below on Large Hospitals.
4	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	Significant	As per previous IJB reports.	Chief Officer/Chief Finance Officer	Originally March 21; Revised to Aug 2022.	Not on track with major issues	Not on track with major issues	Weakened financial planning	LHSA activity has also been subject of recent discussion with NHST and proposals to move this forward at EMT in March 2023. This has not been progressed further due to capacity issues and competing priorities but will be progressed during 2023/24.
5	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	Moderate	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.	Chief Officer	Originally March 21; Revised to Aug 2022.	Not on track with major issues	Complete		This issue was considered at the June 2023 IJB meeting. The IJB confirmed it is no longer formally actively pursuing a review of the current corporate support arrangements. The IJB/HSCP would therefore manage any single issues on an adhoc basis as consistently as is reasonably practical. In doing that, the IJB would seek to retain a record of any ad-hoc agreement reached with partners or any dialogue
6	IJB Action Points April 2022	N/A	The IJB is to consider the CIPFA "Ethical Framework"	N/A	Moderate	To be progressed via the IJB's Audit Committee.	Chief Finance Officer (initially)	Originally March 2023, now March 2024	Not on track with major issues	Not on track with major issues	Weakened governance	This work has not yet commenced. Now propose to consider during 2023/24.