
To: Renfrewshire Integration Joint Board Audit Committee

On: 24 November 2017

Report by: Chief Finance Officer

Heading: Local Code and Sources of Assurance for Governance Arrangements

1. Summary

- 1.1. At its meeting on 23 June 2017, the Integration Joint Board (IJB) approved a Local Code of Corporate Governance based on the seven principles of CIPFA's and SOLACE's Framework. The Local Code includes identified sources of assurance which enable the IJB Audit Committee to review and assess its governance arrangements, against which it will measure itself in Annual Governance Statements from 2017/18 onwards.
- 1.2. Due to the complexity of this document, members felt it would be helpful to further understand individual principles and our compliance with each of these. In response to this feedback an overview of each source of assurance per each of the principles will be developed.
- 1.3. A draft example of the overview is included at Appendix 1 for members to agree whether this is suitable for the purpose outlined above. Subject to Audit Committee approval of this, further work will be undertaken to populate the remaining principles and also rate our compliance against each source of assurance. An updated version of this will then be taken to the IJB in January 2018 so members are kept routinely sighted on this as per the agreed reporting arrangements.
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2. Recommendations

- 2.1. It is recommended that the IJB Audit Committee:
- Note the contents of this report;
 - Approve the overview template to be populated for each of the principles, noting that this will thereafter be brought back to the IJB in January 2018;
 - Agree the annual review of IJB governance arrangements and reporting of the outcome of that review in an Annual Governance Statement will scrutinised by the IJB Audit Committee in advance of IJB approval.
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3. Background

- 3.1. The IJB's approved Annual Governance Statement for 2015/16 confirmed that it had adopted governance arrangements that were consistent with the principles of CIPFA's and the Society of Local Authority Chief Executives' (SOLACE) framework 'Delivering Good Governance in Local Government: Framework' and the Statement explained how the IJB complied with the

Framework and also met the Code of Practice on Local Authority Accounting in the UK.

- 3.2. While the Framework is written in a Local Authority context, most of the principles are applicable to the IJB, particularly as legislation recognises IJBs as a local government body under Part VII of the Local Government (Scotland) Act 1973, and therefore subject to the Local Authority Accounting Code of Practice.

- 3.3. At its meeting on 23 June 2017, the IJB approved a Local Code of Corporate Governance based on the seven principles of CIPFA's and SOLACE's Framework.

4. Sources of Assurance

- 4.1. The Local Code includes identified sources of assurance which enable the IJB to review and assess its governance arrangements, against which it will measure itself in Annual Governance Statements from 2017/18 onwards.

- 4.2. Appendix 1 provides an update on the current status of each source of assurance, highlighting where any sources have still to be developed or updated, and confirms review arrangements for all sources which are in place.

5. Compliance with Local Code

- 5.1. The Local Code of Governance Arrangements is a statement of the policies and procedures through which we direct and control our functions and how we interact with service users, the local community and other stakeholders. It enables the IJB to demonstrate that its governance structures comply with the core and sub principles contained in the Framework, and test their governance structures and partnerships against the Framework's principles.

- 5.2. The Local Code of Corporate Governance is subject to ongoing review by the Chief Finance Officer to ensure that internal controls, risk management and other governance arrangements are improved through the implementation of the framework. The update on the Local Code will be brought to the January 2018 Audit Committee.

6. Future Governance Arrangements

- 6.1. It is recommended that the review of the Local Code of governance arrangements, and scrutiny of the outcome of that review in the 2017/18 Annual Governance Statement, is carried out by the IJB Audit Committee in advance of being presented for IJB approval.

Implications of the Report

- 1. **Financial – Nil**
- 2. **HR & Organisational Development – Nil**
- 3. **Community Planning – Nil**
- 4. **Legal – The Local Code and sources of assurance ensure that the Integration Joint Board is compliant with the Integrated Resource Advisory Group guidance in relation to audit provision and the Local Authority Accounts (Scotland) Regulations 2014.**
- 5. **Property/Assets – Nil**

6. **Information Technology** – managing information and making information available may require ICT input.
7. **Equality & Human Rights** – The recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement have been identified arising from the recommendations contained in the report. If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council's website.
8. **Health & Safety** – Nil
9. **Procurement** – Nil
10. **Risk** – Without a Local Code and sources of assurance, there is a risk that the Integration Joint Board does not have an effective framework for the assessment of its governance arrangements.
11. **Privacy Impact** – None. The information to be made available via the Publication Scheme is information which would be disclosed in response to a request under the Freedom of Information (Scotland) Act 2002. This therefore would not include Personal Data as defined by the Data Protection Act 1998.

List of Background Papers – Local Code and Sources of Assurance for Governance, 23 June 2017, Renfrewshire IJB

Author: Frances Burns, Change and Improvement Manager

Note Principle B onwards will be updated in line with the layout/detail at Principle A, following approval of this by the Audit Committee.

Appendix 1: Sources for Assurance Overview (EXAMPLE)

Governance Principles				
Principle A				
Behaving with integrity, demonstrating strong commitment to ethical values and representing the rule of the law.				
SOURCE	STATUS		ADDITIONAL INFORMATION	
	IN PLACE AND UP-TO-DATE	CURRENT DRAFT BEING UPDATED	OUTSTANDING	
Integration Scheme	X			
Governance Arrangements and Structure (IJB and Committees)	X			
Standing Orders	X			
Code of Conduct	X			
Declaration of Interests	X			
IJB Induction	X			
IJB Development Programme	X			
Financial Regulations	X			
Annual Accounts (including Governance Statement, Statement of Income and Expenditure and Balance Sheet)	X			
Annual Audit Report	X			
Audit Plans (Internal and Third Party)	X			
Information Governance (Freedom of Information, Records Management and Information Sharing)	X			
Clinical and Care Governance Arrangements and Reporting	X			

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Principle B Ensuring openness and comprehensive stakeholder engagement.			
Sources of Assurance			
STATUS	IJB	RENFREWSHIRE COUNCIL	NHSGGC
In place and up to date	- Governance Arrangements and Structure (IJB and Committees) - IJB Membership (incl. Stakeholder Members for patients/service users, carers, third and independent sectors and Trade Unions) - Publication of IJB and Committee papers - Strategic Plan - On-going Development of Other Strategies/Plans (e.g., Children and Young People Services Plan, Dementia Strategy, Commissioning and Procurement Strategy and Communications Strategy) - Locality Plans - Participation and Engagement Strategy - Equalities Mainstreaming and Outcome Plan - Communications Strategy including Joint Media Protocol - Locality Engagement Forums - Public Petitions - Information Governance (Freedom of Information, Records Management and Information Sharing)	- Governance Arrangements and Reporting (including Management Structures, Groups and Forums) - Webcast of Council Meetings - Complaints Procedure - Petitions Board - Community Planning Partnership - Implementation of the Community Empowerment (Scotland) Act 2015 - Strategic Plan - Performance Management Framework and Reporting - Information Governance (Freedom of Information, Records Management and Information Sharing) - Publication of Committee papers and minutes - Workforce Plan (including Organisational Development Strategy) - Supervision Framework - Staff Survey - Communications Strategy including Joint Media Protocol - Staff Engagement Opportunities - Equalities Arrangements (including EQIAs, working groups and staff groups) - Trade Union liaison and engagement	- NHSGGC Feedback Service - NHSGGC Local Delivery Plan - Governance Arrangements and Reporting (including Management Structures, Groups and Forums) - Register of Interests - Performance Management Framework and Reporting - Information Governance (Freedom of Information, Records Management, Information Sharing and Information Security) - Publication of Board papers - Workforce Plan (including Organisational Development Strategy) - Supervision Framework - Staff Survey - Communications Strategy including Joint Media Protocol - Staff Engagement Opportunities - Equalities Arrangements (including EQIAs, working groups and staff groups) - Trade Union liaison and engagement

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			Trade Union liaison and engagement	
Principle C Defining outcomes in terms of sustainable economic, social and environmental benefits.				
Sources of Assurance				
STATUS		IJB	RENFREWSHIRE COUNCIL	NHSGGC
In place and up to date	- Strategic Plan - Locality Plans - On-going Development of Other Strategies/Plans (e.g., Children and Young People Services Plan, Dementia Strategy, Commissioning and Procurement Strategy and Communications Strategy) - Performance Management Framework and Reporting - Annual Performance Report	- Strategic Plan and Other Plans (e.g., Children's Services Plan, Annual Service Plan and Improvement Report (ASPIR)) - Governance Arrangements and Reporting (including Management Structures, Groups and Forums) - Performance Management Framework and Reporting - Annual Performance Report	- NHSGGC Local Delivery Plan - Governance Arrangements and Reporting (including Management Structures, Groups and Forums) - Performance Management Framework and Reporting - Annual Performance Report	

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Principle D Determining the interventions necessary to optimise the achievement of intended outcomes.			
Sources of Assurance			
STATUS	IJB	RENFREWSHIRE COUNCIL	NHSGGC
In place and up to date	• Risk Management Strategy and Procedure and Reporting • Budget Monitoring and Reporting • Performance Management Framework and Reporting • Audit Plans and Assurance (Internal and Third Party) • Clinical and Care Governance Arrangements and Reporting • Information Governance Assurance (Freedom of Information, Records Management and Information Sharing)	• Risk Management Strategy and Procedure and Reporting • Resilience Plans and Arrangements (Business Continuity and Emergency Plans) • Budget Monitoring, Reporting and Financial Planning • Performance Management Framework and Reporting • Audit Plans and Assurance (Internal and Third Party) • Social Work Professional Governance and Integrated Clinical and Professional Governance arrangements and reporting • Information Governance Assurance (Freedom of Information, Records Management, Information Sharing and Information and Physical Security) • Health and Safety Arrangements (including policies and procedures and audits)	• Risk Management Strategy and Procedure and Reporting • Resilience Plans and Arrangements (Business Continuity and Emergency Plans) • Budget Monitoring and Reporting • Performance Management Framework and Reporting • Audit Plans and Assurance (Internal and Third Party) • Clinical Governance and Integrated Clinical and Professional Governance Arrangements and Reporting • Information Governance Assurance (Freedom of Information, Records Management, Information Sharing and Information Security) • Health and Safety Arrangements (including policies and procedures and audits)

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Principle E Developing the entity's capacity, including the capability of its leadership and individuals within it.			
Sources of Assurance			
STATUS	IJB	RENFREWSHIRE COUNCIL	NHSGGC
In place and up to date	- Workforce Plan (including Organisational Development Strategy) - IJB Induction - IJB Development Programme	- Workforce Plan (including Organisational Development Strategy) - Governance Arrangements and Reporting (including Management Structures, Groups and Forums) - Clinical and Care Governance Arrangements and Reporting - Elected Member Induction, Training and Development - Staff Induction - Leadership, First Line Management and Staff Development and Training Opportunities - Supervision and Personal Development Plan Framework - Staff Groups for Equalities and Diversity - Trade Union liaison and engagement	- Workforce Plan (including Organisational Development Strategy) - Governance Arrangements and Reporting (including Management Structures, Groups and Forums) - Clinical and Care Governance Arrangements and Reporting - Board Members Induction - Staff Induction - Leadership, First Line Management and Staff Development and Training Opportunities - Supervision and Personal Development Plan Framework - Staff Groups for Equalities and Diversity - Trade Union liaison and engagement (Staffside)

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Principle F Managing risk and performance through robust internal control and strong public financial management.			
Sources of Assurance			
STATUS	IJB	RENFREWSHIRE COUNCIL	NHSGGC
In place and up to date	• Integration Scheme • Financial Regulations • Budget Monitoring and Reporting • Annual Accounts (including Governance Statement, Statement of Income and Expenditure and Balance Sheet) • Annual Audit Report • Risk Management Strategy and Procedure and Reporting • Audit Plans and Assurance (Internal and Third Party) • Clinical and Care Governance Arrangements and Reporting • Information Governance (Freedom of Information, Records Management and Information Sharing)	• Financial Regulations/Procedures • Annual Accounts (including Governance Statement, Statement of Income and Expenditure and Balance Sheet) • Risk Management Strategy and Procedures and Reporting • Anti-Bribery/Fraud Policy • Audit Plans and Assurance (Internal and Third Party) • Social Work Professional Governance and Integrated Clinical and Professional Governance arrangements and reporting • Information Governance Assurance (Freedom of Information, Records Management, Information Sharing and Information and Physical Security) • Procurement regulations, training and development • Contract Management Framework • Project Management Framework	• Schedule of Reserved Decisions • Scheme of Delegation and Standing Financial Instructions • Governance Arrangements and Reporting (including Management Structures, Groups and Forums) • Financial Procedures • Financial Reporting and Scrutiny across Management Structures • Risk Management Strategy and Procedures and Reporting • Fraud Policy • Audit Plans and Assurance (Internal and Third Party) • Clinical and Care Governance Arrangements and Reporting • Information Governance (Freedom of Information, Records Management, Information Sharing and Information Security)

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Principle G Implementing good practices in transparency, reporting and audit to deliver effective accountability.			
Sources of Assurance			
STATUS	IJB	RENFREWSHIRE COUNCIL	NHSGGC
In place and up to date	- IJB and Committee Reporting Framework and Schedule - Publication of IJB and Committee papers - Financial Regulations - Financial Reporting (e.g., Budget Monitoring, Financial Allocations and Budgets and Capital Programme) - Annual Accounts (including Governance Statement, Statement of Income and Expenditure and Balance Sheet) - Annual Audit Report - Risk Management Strategy and Procedure and Reporting - Performance Management Framework and Reporting - Annual Performance Report - Audit Plans and Assurance (Internal and Third Party) - Clinical and Care Governance Arrangements and Reporting	- Committee Reporting Framework and Schedule - Publication of Committee papers and minutes - Financial Regulations/Procedures - Financial Reporting and Scrutiny across Management Structures (e.g., Budget Monitoring) - Annual Accounts (including Governance Statement, Statement of Income and Expenditure and Balance Sheet) - Risk Management Strategy and Procedure and Reporting - Performance Management Framework and Reporting - Annual Performance Report - Audit Plans and Assurance (Internal and Third Party) - Social Work Professional Governance and Integrated Clinical and Professional Governance arrangements and reporting - Revised remit for Audit, Risk and Scrutiny Board	- Committee Reporting Framework and Schedule - Publication of Board papers - Financial Regulations/Procedures - Financial Reporting and Scrutiny across Management Structures (e.g., Budget Monitoring) - Annual Accounts (including Governance Statement, Statement of Income and Expenditure and Balance Sheet) - Risk Management Strategy and Procedure and Reporting - Performance Management Framework and Reporting - Audit Plans and Assurance (Internal and Third Party) - Clinical and Care Governance Arrangements and Reporting