



Health and Social Care Moray

Organisational Governance Framework

FINAL DRAFT

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This document is also available in large print and other formats and languages, upon request. Please contact hscmcorporate@moray.gov.uk

Version History

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PART 1: INTRODUCTION

1.1 Purpose

The purpose of this Governance Framework is to set out the detail of the organisational governance, risk and performance management arrangements in place within the Health and Social Care Moray (HSCM) to support and provide assurance to the Moray Integration Joint Board (IJB) through its committee and group sub-structures. This in turn will ensure there is clarity and transparency of organisational management systems and decision-making processes.

1.2 Background

The Moray IJB was formally established in 2016 following the enactment of Scottish Government legislation to formally integrate health and social care services ([Public Bodies \(Joint Working\) \(Scotland\) Act 2014](#)).

The IJB is a legal entity established under the 'Body Corporate' model for health and social care integration. As a Joint Board it brings together equal representation from the NHS, the Council, and other partners representing the interests of the Third Sector, staff, service users and carers. This is to ensure joint decision-making and accountability in the planning and delivery of health and social care services to the communities within their area.

The strategic direction, vision and priorities of the IJB are set out in its Strategic Plan which also must support delivery of the Scottish Government's [9 National Health and Wellbeing Outcomes](#).

The Health and Social Care Partnership represents the operational arm of the organisation with responsibility for the management of its staff, services and resources in order to improve outcomes for people who use health and social care services in line with the direction set by the IJB through its strategic plan.

1.3 Regulatory Framework

The [Integration Scheme for Moray](#) describes the formal arrangements for how the planning and delivery of services will be organised and managed within Moray to deliver improved outcomes for the individuals who receive care and support across health and social care.

The Integration Scheme further describes the regulatory framework governing the IJB, its members and duties in line with the provisions of the 2014 Act. This includes:

- Functions delegated to the IJB by Moray Council and NHS Grampian
- Responsibilities of the IJB and membership arrangements
- Chief Officer role and reporting/accountability arrangements
- Clinical and professional governance and leadership arrangements
- Financial management arrangements including role of the Chief Finance Officer.

‘Directions’ are the legal means by which the IJB directs the Council and NHS to deliver services in accordance with its strategic plan and within the integrated budget held by the IJB.¹

The IJB has a legal obligation to comply with certain acts and orders as set out in the [Standing Orders](#) of the IJB.

This Framework does not replace, but rather serves as a supplementary paper to the Moray Integration Scheme and existing governance documents pertaining to the IJB (see **Appendix 1** for summary of key references).

1.4 Scope

1.4.1 Principles and Approach

“Governance is the over-arching structure and strategy that provides accountability and direction, and that influences our behaviours and cultures”³

This document describes the structures and processes in place within HSCM to support and provide assurance to the IJB in relation to the governance and management of services, risk and performance:

- i) Assurance of Compliance
 - Compliance with standards and regulation, communication and escalation of concerns and risk
- ii) Assurance of Improvement, Innovation and Transformation
 - Improving services, measuring and sustaining improvement.
 - Challenging work patterns, innovation, redesign and transformation.

¹ Scottish Government (2020) ‘Directions from integration authorities to health boards and local authorities: statutory guidance’. Source: <https://www.gov.scot/publications/statutory-guidance-directions-integration-authorities-health-boards-local-authorities/>

In developing this document consideration has been given to available frameworks developed within the public sector and of relevance to integration authorities.² This includes the following set of principles adopted by the Scottish Government³ in demonstrating good governance:



This framework covers the organisational governance arrangements for the planning and delivery of health and social care services for adults and older people for which the Moray IJB is responsible.

Within the scope of services delegated to the IJB are the Hosted Services. Hosted Services are operated and managed on a Grampian wide basis. Hosting arrangements mean that one IJB within the Grampian Health Board area would host the service on behalf of all 3 IJB's (Moray, Aberdeenshire and Aberdeen City). Strategic planning for the use of the hosted services is undertaken by the 3 IJB's for their respective populations.

Moray IJB 'hosts' the management of the following Grampian-wide services on behalf of all three HSCPs in the Health Board area and these are also included within the scope of this framework:

Moray IJB

- Primary Care Contracts
- GMED

Aberdeenshire and Aberdeen City IJBs host the following:

Aberdeenshire IJB

- Forensic and custody health care
- HMP & YOI Grampian health care

² International Federation of Accountants (IFAC) and the Chartered Institute of Public Finance and Accountancy (CIPFA) (2014) '[International Framework: Good Governance in the Public Sector](#)'.

³ Scottish Government (2016) '[Good governance in the Scottish Government](#)'.

- Marie Curie managed care service and out of hours (rapid response) service
- Chronic Oedema Service
- Bladder and Bowel Specialist Service
- Diabetes Podiatry Service and Diabetes Retinal Screening Service
- Diabetes and Heart Failure Specialist Nursing Services

Aberdeen City IJB

- Sexual Health Services
- Inpatient and specialist Mental Health and Learning Disability (MHLD) Services
- Older People and Rehabilitation at Woodend (Aberdeen City) which includes:
 - Inpatient services for older people at Woodend Hospital
 - Stroke rehabilitation
 - Neurology rehabilitation
 - Horizons
 - Craig Court
 - MARS

1.4.2 Professional Accountability/Reporting Structures

In setting out the organisational governance arrangements supporting the IJB to deliver its duties and functions, this document also describes the aligned reporting structures/relationships to Moray Council and NHS Grampian where relevant. As provided in the Integration Scheme, NHS Grampian and Moray Council will continue to have in place the necessary governance structures for those services it remains responsible for.

This document does not cover, nor impact on, any of the individual professional accountability and reporting relationships within and between the HSCM and Moray Council and NHS Grampian.

Professional accountability and professional standards are held by specific roles within the partner organisations namely the Board Medical Director, the Board Director of Public Health and the Board Director of Nursing, Midwifery and Allied Health Professionals within NHS Grampian, and the Chief Social Work Officer within Moray Council. These arrangements have remained in place following implementation of the Public Bodies (Joint Working) (Scotland) Act 2014.⁴

1.4.3 Children's Services

Children's health services are not formally delegated to MIJB and governance remains with NHSG, however HSCM has responsibility for some aspects of children's health services (health visiting and school nursing), and works closely with multi-agency partners in the planning and delivery of these services to improve outcomes for children and young people and ensuring compliance with GIRFEC principles⁵.

⁴ NHS Grampian 'Clinical Professional Assurance Framework: Health Professionals' (May 2018, V13).

⁵ Getting It Right For Every Child (GIRFEC) in Moray <https://www.gov.scot/policies/girfec/principles-and-values/>

Children and Families Social work services are not currently delegated to MIJB however they are being managed by the Chief Officer on behalf of the Council, in a shadow arrangement, with a view to their formal delegation. A program of work is progressing with a view to the proposal being presented to the partners for consideration in March 2022.

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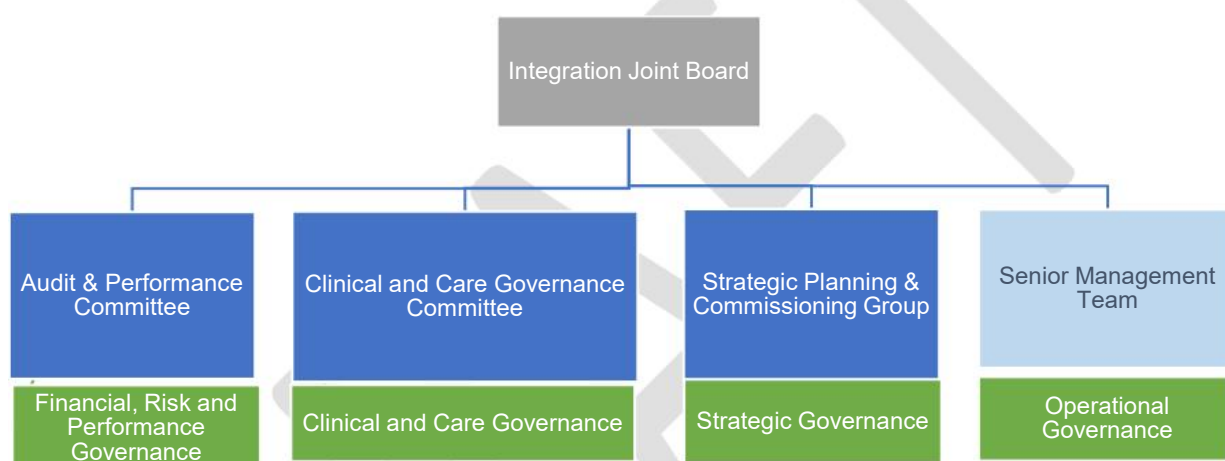
PART 2: ORGANISATIONAL GOVERNANCE FRAMEWORK

2.1 Integration Joint Board (IJB)

The detail of the IJB's duties and Board governance arrangements are as set out in the Moray Health and Social Care [Integration Scheme](#), which was reviewed and approved in 2018.

The Integration Scheme provides that the IJB will establish such Committees it requires to assist with the planning and delivery of integrated services. Internal governance is in place via a sub-committee structure which supports and provides assurance to the IJB, thereby enabling it to fulfill its governance and scrutiny responsibilities, as illustrated by diagram 1.

Diagram 1: Moray IJB and Reporting Structures



The above structure is a simplified representation of arrangements; it is recognised that there is an inter-dependency between all four strands of governance and that relevant parts of the structure will overlap and integrate in many areas.

The role and function of each of the sub-committees reporting to the IJB are described in further detail below. The document also describes the operational governance, risk and performance management arrangements underpinning and supporting this structure and further detail on the assurance and escalation routes are shown in **Appendix 3**.

2.2 Strategic Governance

The IJB has a duty to develop a strategic plan for the integrated functions and budgets it is responsible for. This must give regard to the integration principles in Sections 4 and 31 of the 2014 Act (describing the planning and delivery of integrated health and social care

services) and the nine National Health and Wellbeing Outcomes. The plan must be reviewed every 3 years.

Section 32 of the 2014 Act also provides that each IJB must 'establish a strategic planning group to support the strategic planning process, and must also determine the processes and procedures for the group, subject to the provisions in section 32 of the 2014 Act'.

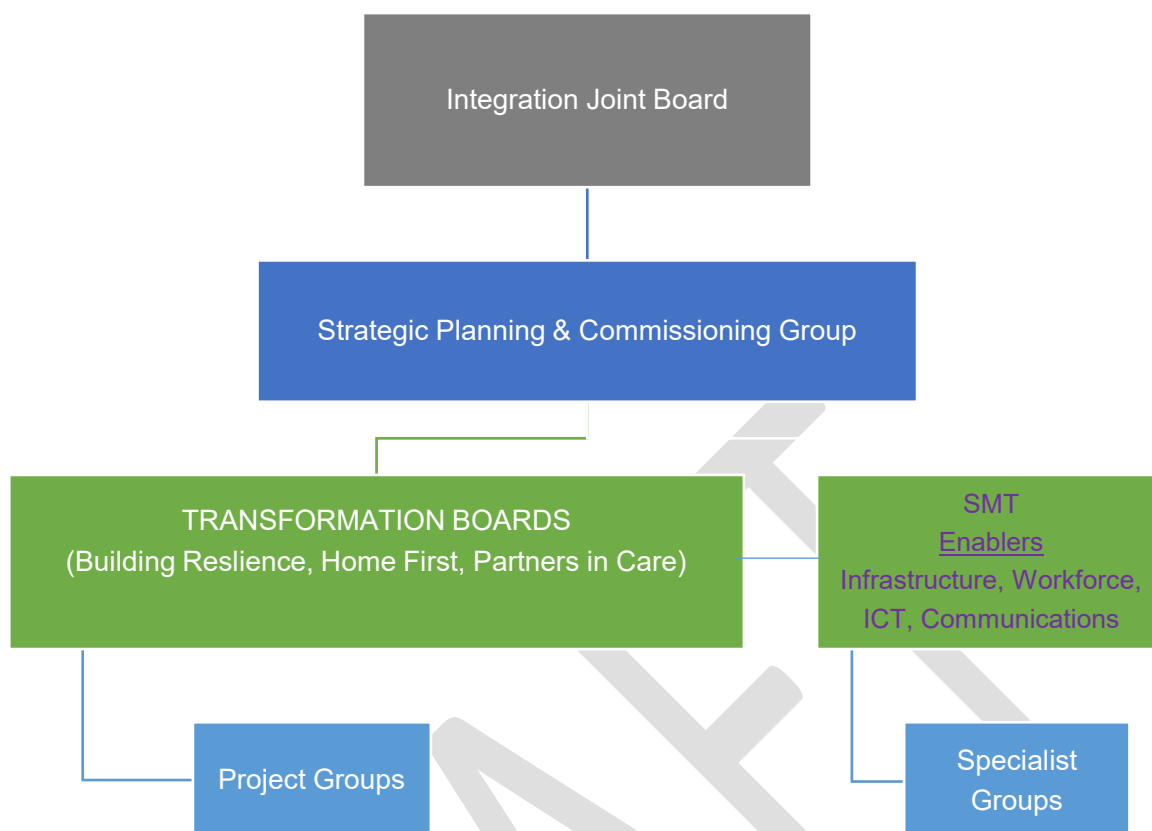
The HSCM Strategic Planning & Commissioning Group (SPCG) was established to have oversight of the development and implementation of the MIJB Strategic Plan. It comprises multi-disciplinary representation from across HSCM, Third Sector, Dr Gray's, public representatives, NHS Grampian, Clinical Lead in Primary and Secondary Care, external provider representatives, care homes, private sector, Trade Unions/Staff Side, Locality representation and Housing.

Under the SPCG's Terms of Reference its core remit and responsibilities are to:

- Develop the Strategic Plan, promote the values and priorities in the Strategic Plan, establish the Transformation and Implementation plan and review the Strategic Plan on an annual basis.
- To develop and review the Strategic Framework and Implementation Plan that will optimise opportunities to integrate commissioning and service delivery.
- To take into account the views of localities to develop sustainable ways of ensuring locality representation and provide a forum for feedback on progress with development of Locality Plans.
- To ensure that all existing contracts put in place by Moray Council and NHS Grampian are reviewed and that necessary stakeholders are brought together to complete the review and agree a process for the future, which will be set out in a Joint Commissioning Strategy that will be brought to the Board for approval.
- Provide the governance structure for reporting progress from sub-groups specifically the service-specific and project groups reporting through the Transformation Boards.
- Monitor and co-ordinate implementation of the Programme Board plans.

The organisational reporting arrangements to the SPCG are illustrated overleaf.

Diagram 2: Strategic Planning and Commissioning Group and Reporting Structures



As illustrated in Diagram 2, HSC Moray is in the process of establishing transformation boards who will have oversight of the programmes of work to drive forward the delivery of the outcomes identified in the Strategic Plan themes: Building Resilience, Home First and Partners in Care

Each programme has an identified Lead Manager with responsibility for its implementation, ensuring co-ordination of approach across a complex range of interdependent projects. This includes a responsibility to ensure other relevant parts of the organisational governance structure (financial, clinical/care, infrastructure and staff governance) are integrated in to programme board/project processes.

Transformation Boards will have defined scopes and specific project groups will progress work strands including identification of options and associated appraisals to facilitate decision making. Projects will be supported by “enablers”, specialist teams providing Information and guidance around infrastructure, ICT and workforce and the Senior Management Team will provide oversight and prioritisation of resources. This ensures a streamlined approach and alignment of specific pieces of work to enable delivery of the HSCM’s strategic priorities.

Transformation Boards have a Terms of Reference describing its aims, purpose, and membership and reporting arrangements.

Each Transformation Board also reports through the Lead Managers to the Strategic Planning & Commissioning Group and IJB. HSCM’s Medium Term Financial Strategy is the

lynchpin for these programme plans, providing the governance framework for ensuring financial stability whilst delivering safe, effective care.

Appendix 2 illustrates the relationship between the programme boards and the strategic priorities and also identifies the important links with other plans and strategies including the Medium Term Finance Strategy, Workforce Plan and Locality Plans.

2.3 Clinical and Care Governance

The IJB has a statutory duty to ensure services directly provided or commissioned by the HSCM are safe, effective and person centred. The HSCM Clinical and Care Governance Committee was established as a formal sub-committee of the IJB to provide assurance on the systems for delivery of safe, effective, person-centred adult health and social care in Moray, in line with the Integration Scheme and the Scottish Government [Clinical and Care Governance Framework](#). It is chaired by an elected member/voting member of the IJB.

The Committee acts as a filter for any governance issues and seeks assurance on behalf of the IJB that appropriate action is being taken to mitigate clinical and adult social work governance risks. Where the Committee cannot be assured, it has the power to escalate these issues to the IJB.

The Committee meets quarterly and is updated via an assurance plan which provides an overview of internal and external audits, inspections, consultations, guidelines and standards and new legislation.

The Committee is supported by the Clinical and Care Governance Group which identifies and responds to governance issues at a local operational level and determines any issues which require to be escalated to the Committee. The CCGG seeks assurance that safe, effective, person centred care is delivered by HSCM by receiving and scrutinising regular reports from all services (including hosted services) and from each of the 4 Localities – Elgin, Forres/Losiemouth, Buckie/Cullen and Keith & Speyside. Other functions overseen by specific HSCM groups, including Clinical Risk Management, Health and Safety and Adverse Event Reporting also report through the CCGG.

The reporting arrangements are illustrated below.

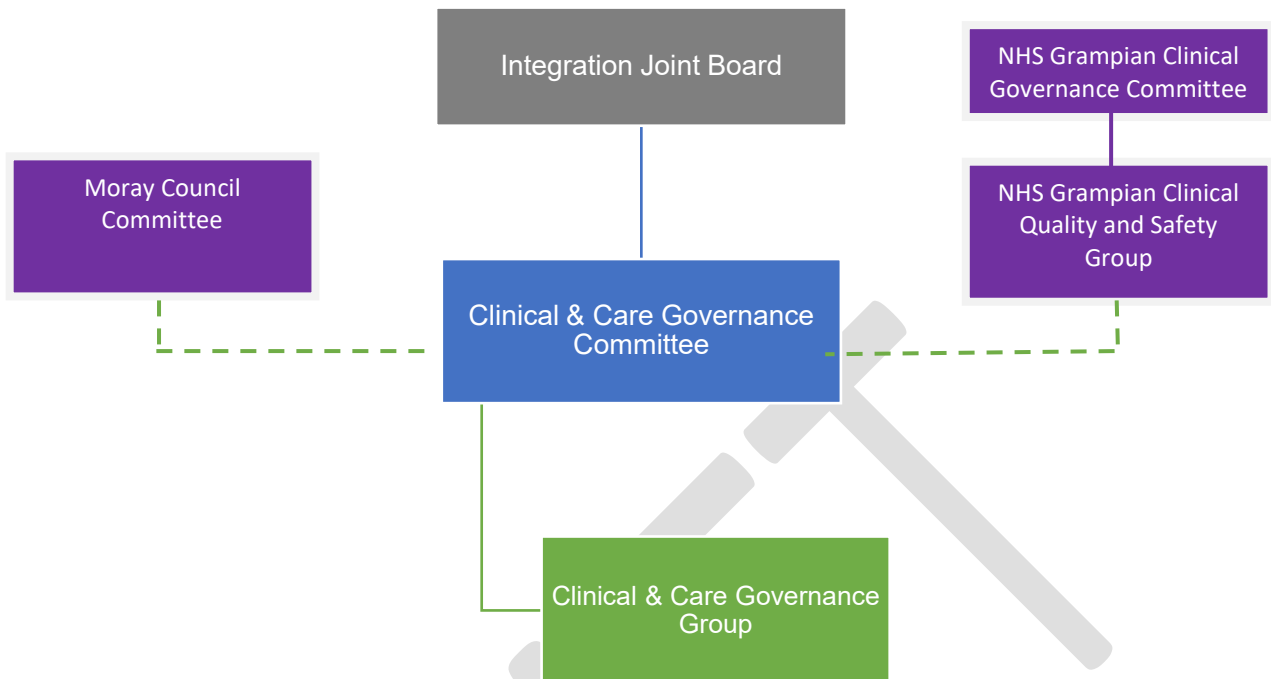
Diagram 3: Clinical and Care Governance Committee Reporting Structures

Diagram 3 indicates the important link to NHS and Council governance structures. As provided in the Integration Scheme, the IJB as well as the NHS and Council remain accountable for ensuring appropriate clinical and professional governance arrangements for their duties under the Act’.

Additionally the IJB continues to be able to receive clinical and professional advice via existing NHS structures including the NHS Grampian Area Clinical Forum (and clinical advisory structure), Managed Clinical and Care Networks, Local Medical Committee, and other appropriate professional groups.

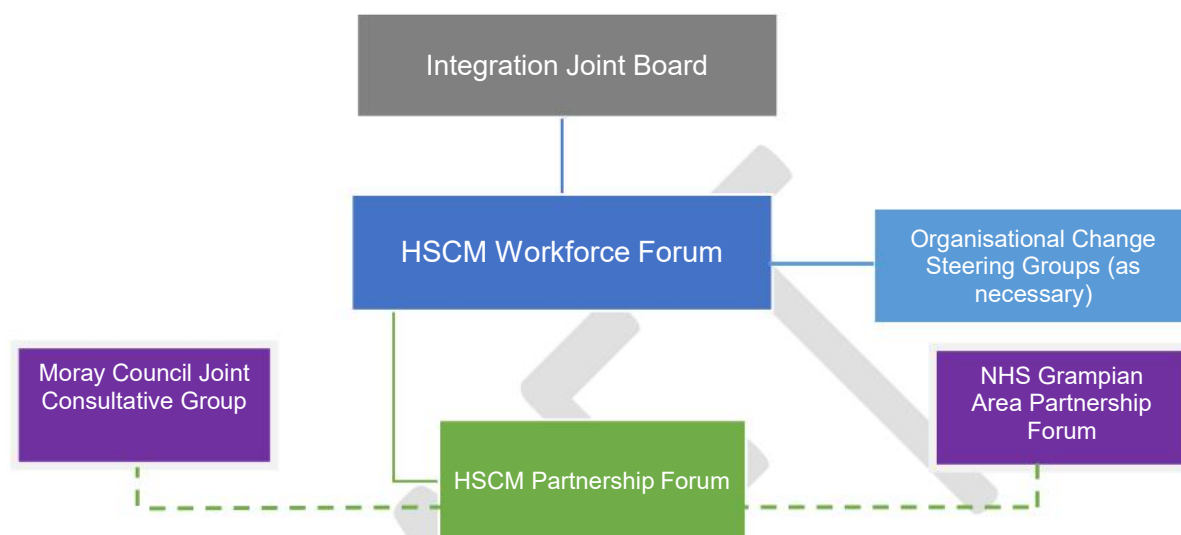
2.4 Staff Governance

The Workforce Forum provides the necessary oversight and assurance to enable both the HSCM and staff working within the HSCM to fulfil the reciprocal duties of the Staff Governance Standard as described in the Moray Integration Scheme.

The purpose of the Forum is to provide an opportunity for any workforce issues within the HSCM to be discussed in an open and constructive way, and to support the development and achievement of common goals and objectives, involving staff, managers and recognised trade unions and professional organisations. The Forum has within its scope all issues that affect those employees working under the IJB arrangements with the exception of any issues concerning terms and conditions of service or employment policy which remain the responsibility of the respective employers (i.e. Moray Council and NHS Grampian).

HSCM Sector Partnership Forum is for NHS staff and is a requirement under the Health Reform Act (2004) to ensure that we meet the Staff Governance Standards for NHS Scotland.

Diagram 4: Staff Governance Committee Reporting Structures



2.5 Financial Governance and Audit

Financial Regulations have been developed on behalf of the IJB which set out the responsibilities of IJB members, the Chief Officer and Chief Finance Officer in relation to the IJB's financial governance and management framework.⁶ The Regulations also describe the financial assurance provided through the Audit Performance and Risk Committee, and external and internal audit processes.

IJB scrutiny is delegated to the Audit Performance and Risk (APR) Committee with representation from Moray Councillors and NHS Board members. The purpose of the APR Committee is to assist the IJB to deliver its responsibilities for the conduct of public business, and the stewardship of funds under its control. In particular, the Committee will seek to provide assurance to the IJB that appropriate systems of internal control are in place to ensure that: business is conducted in accordance with the law and proper standards; public money is safeguarded and properly accounted for; Financial Statements are prepared timeously and give a true and fair view of the financial position of the IJB for the period in question; and reasonable steps are taken to prevent and detect fraud and other irregularities.

The day to day management of HSCM's financial position and financial risk is overseen by the Senior Management Team. Finance reports are presented to the IJB at every meeting.

⁶ Moray Integration Joint Board – Audit, Performance and Risk Committee, [Financial Regulations](#) (January 2018).

Annual Accounts are prepared on behalf of the IJB in accordance with relevant legislation, regulations and proper accounting practices. The purpose of the [Annual Accounts](#) is to set out the financial position of the IJB for the financial year but also to demonstrate that appropriate governance is in place regarding public funds and that the expected levels of service delivery have been achieved.

2.6 Operational Governance

2.6.1 Senior Management Team

The Senior Management Team (SMT) of HSCM meet on a fortnightly basis and provide the strategic direction and leadership for service delivery. They review and discuss the policy and guidance provided from Scottish Government or partner bodies and determine the approach and standards expected across HSCM services. They have ownership of the systems required to provide assurance, to develop and to transform service provision for the health and wellbeing of people in Moray communities.

The SMT membership is Heads of service and Chief Financial officer with Corporate Manager in attendance as advisor.

2.6.2 System Leadership Group

HSCM System Leadership Group (SLG) ensures management oversight and decision-making at a Moray-wide level. There is a monthly meeting with a focus on Core Business which encompasses oversight of operational business and matters requiring escalation or support from the wider management team. This includes issues relating to finance, service delivery, risk management, Workforce, Health and Safety, Civil contingencies, performance monitoring and implementation of IJB policy.

There is another monthly meeting, SLG Development, with a focus on new developments, communication on progress with projects and sharing of good practices.

The SLG membership is Heads of Services, Chief Financial Officer, Service Managers, Locality Managers, Corporate Manager and Clinical Leads and is chaired by the Chief Officer.

HSCM places a strong emphasis on empowering services in local service delivery and decision-making enabled by the formation of integrated multi-disciplinary teams managed and organised within localities.

2.6.3 Localities

The Locality managers have regular meeting with their Multi-disciplinary teams which provides a decision-making forum for operational locality and/or service-specific issues, which can then be escalated if necessary to HSCM System Leadership Group or Senior Management Team. There are also regular meetings with all key stakeholders in the community including independent contractors, third sector and voluntary organisations.

2.7 Risk and Resilience Management

2.7.1 Overview and Principles

The HSCM Risk Management Framework includes the IJB's Risk Appetite statement, Risk Management Policy, strategic IJB risk register and operational risk registers general day to day risk management processes which include the use of Datix to record risks.

Risk Management is a means of identifying, evaluating and controlling risks and this is a crucial task for the IJB to successfully achieve their objectives and deliver strategic plans. It is also a vital component in achieving and maintaining clinical and corporate governance.

2.7.2 Risk Reporting Structure

Risk appetite and the IJB risk register are regularly discussed by the IJB and the Strategic Risk register is presented to each Audit Performance and Risk Committee.

All IJB papers identify risks associated with the content of report and where appropriate are reflected on the IJB's strategic risk register.

The HSCM governance groups Clinical and Care Governance, Health and Safety, Workforce and Civil Contingencies review risks relating to their area on a regular basis and services monitor risks in relation to operational service delivery. Any risks rated high or very high are escalated to system leadership group for review, action and to provide a shared understanding of key issues across the system.

2.7.3 Civil Contingencies Reporting Structure

Progress on achievement of NHS standards for resilience are reported to and discussed at Audit, Performance and Risk committee.

HSCM Civil Contingencies Group reviews the progress on meeting the standards and monitors progress on the associated action plan across HSCM.

There are reporting links into NHSG Civil Contingencies Group and plans and arrangements for response are aligned to Council and NHS policy and procedures.

2.8 Performance Governance

2.8.1 Overview

Performance governance within HSCM is based on a tiered approach to provide assurance at strategic and operational levels within the HSCM, to NHS and Council partners and the Scottish Government. Ultimate accountability for and scrutiny of performance is held by the IJB.

The performance reporting framework has been developed taking cognisance of the key characteristics associated with good performance information and performance

management arrangements.^{7 8 9} The current performance reporting structure has several strands as described below.

2.8.2 IJB Performance Reporting

The IJB receives quarterly reports on HSCM's performance against a suite of local indicators and annual reports on performance against the national core integration indicators. These quarterly reports aim to provide a broad coverage of organisational activities including qualitative aspects of performance. Where HSCM's performance falls outside agreed targets these are highlighted and improvement actions agreed by the IJB. Where appropriate these reports are augmented by thematic reports to provide more qualitative and contextual data on progress and performance in particular areas of service.

On an annual basis the IJB publishes a performance report in line with [The Public Bodies \(Joint Working\) \(Content of Performance Reports\) \(Scotland\) Regulations 2014](#). Its purpose is to provide an open account of its performance in relation to planning and delivering the health and social care services it is responsible for.

In relation to performance against delivery of Strategic Plan specific objectives, Transformation Board will identify measures to ensure delivery of outputs and outcomes for each of its underpinning projects. The Programme Boards will report progress to the Strategic Planning & Commissioning Group and on a formal annual basis to the IJB.

2.8.3 Operational Reporting

A daily performance flow is in place that provides the mechanism to monitor the system and highlights any issues that may cause concern allowing a quick response if required and this is shared with the management team.

Each Service/ Locality Manager has responsibility for monitoring performance within their service and highlighting good performance along with any exceptions to SLG.

Quarterly reports to the SLG provide performance information relating to key operational and risk issues as defined by the SLG.

Performance reporting for each Locality is currently in development.

2.8.4 Reporting to NHS and Council

Quarterly performance review meetings are held with the Chief Officer of HSCM and the Chief Executives of both NHS Grampian and Moray Council. HSCM also supports and

⁷ Audit Scotland (2010) 'Best Value toolkit: Performance Management'. Source: http://www.audit-scotland.gov.uk/docs/best_value/2010/bv_100809_performance_management_toolkit.pdf

⁸ Professor Sir H. Burns (2017) 'Targets and Indicators in Health and Social Care in Scotland – A Review'. Source: <http://www.gov.scot/Publications/2017/11/4782>

⁹ CIMA (Chartered Institute of Management Accountants) Performance Reporting to Boards – A guide to good practice. Source: http://www.cimaglobal.com/Documents/ImportedDocuments/perf_reporting.pdf

contributes to the respective performance reporting and assurance frameworks in place for each parent organisation where relevant to the services the HSCM is responsible for.

2.8.5 National Performance Reporting Requirements

As noted above all IJBs' performance is assessed against a national suite of core integration indicators, which is reported on formally by the IJB through its annual performance report.

In addition, the Ministerial Strategic Group for Health and Community Care (MSG) monitors the progress of all HSCPs in Scotland towards the key objectives of integration, against a set of six performance indicators. The Moray IJB agrees objectives for each of these indicators on an annual basis with progress against targets reported to the IJB and MSG.

APPENDICES

Appendix 1: Governance and Regulatory Framework – Key References

Moray Integration Scheme

<https://hscmoray.co.uk/integration-scheme-for-moray.html>

“Moray Partners In Care”, Moray Integration Joint Board Strategic Plan for Health and Care in Moray 2019-2029

<https://hscmoray.co.uk/strategic-plan-2019-2029.html>

Moray IJB Annual Accounts

<https://hscmoray.co.uk/annual-accounts.html>

Moray IJB Annual Performance Reports

<https://hscmoray.co.uk/performance.html>

Public Bodies (Joint Working) (Scotland) Act 2014

<http://www.legislation.gov.uk/asp/2014/9/enacted>

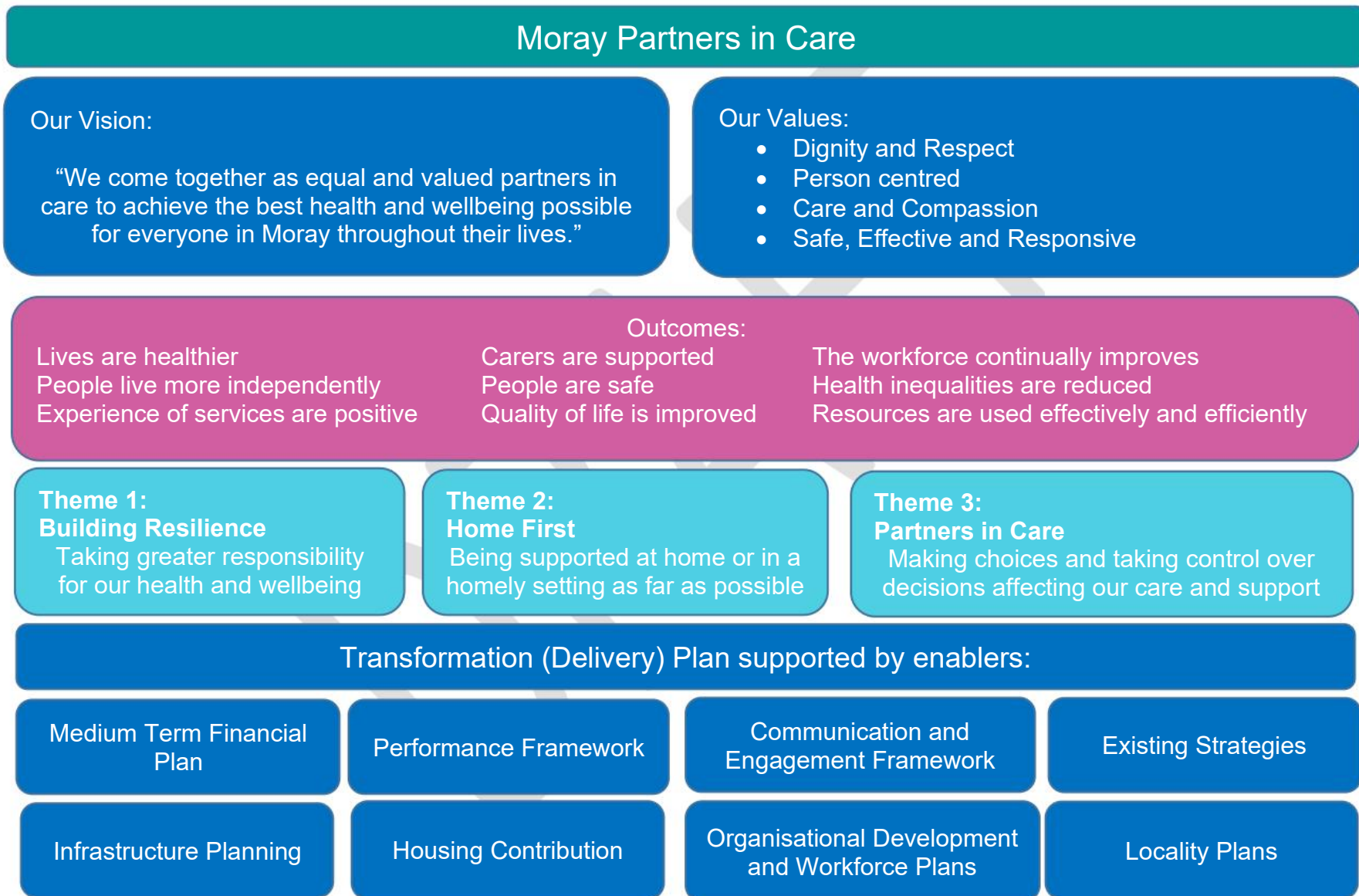
Scottish Government (2015) National Health and Wellbeing Outcomes Framework

<https://www.gov.scot/publications/national-health-wellbeing-outcomes-framework/>

Scottish Government (2015) Clinical and Care Governance Framework (Health and Social Care Integration)

<https://www.gov.scot/publications/clinical-care-governance-framework/>

Appendix 2: The Health and Social Care Strategy at a glance



Appendix 3: Summary of Moray IJB and HSCM Organisational Meeting Structures - Roles and Reporting Arrangements

Escalation / Assurance

	Safety & Standards	Business Effectiveness & Efficiency	Strategic Planning & Transformation
Level of Decision Making			
Strategic	Moray Integration Joint Board		
Strategic	Clinical & Care Governance Committee	Audit, Performance & Risk Committee	Strategic Planning & Commissioning Group
Strategic / Tactical	Clinical & Care Governance Group	Senior Management Team (SMT)	Transformation Boards
Tactical /Operational	<ul style="list-style-type: none"> Practice Governance Clinical Risk Management (CRM) 	<ul style="list-style-type: none"> System Leadership Group (SLG) - Business 	<ul style="list-style-type: none"> System Leadership Group (SLG) – Development Working Groups (tbd)
Operational	Falls Group Infection Control HSCM Health and Safety (Clinical)	HSCM Workforce Forum HSCM Civil Contingencies Group HSCM Data Sharing & Information Governance Group HSCM Health and Safety (non-clinical) <i>Contracts & Commissioning</i> <i>Primary Care Contracts</i> Service / Team meetings	<ul style="list-style-type: none"> Home First” Development Group <ul style="list-style-type: none"> Discharge to Assess Delayed Discharge Organisational Change Steering Groups