Midlothian Integration Joint Board Code of Corporate Governance

(approved 08 April 2021)

We follow 7 core principles of good governance to ensure the IJB is governed with openness, integrity and accountability. They inform our systems, processes, cultures and values, that direct and control our actions and through which we account to, engage with and, where appropriate, lead our communities.

The 7 core principles of good governance are:

A. Behaving with integrity, demonstrating strong commitment to ethical values, and respecting the rule of law
B. Ensuring openness and comprehensive stakeholder engagement
C. Defining outcomes in terms of sustainable economic, social, and environmental benefits
D. Determining the interventions necessary to optimise the achievement of the intended outcomes
E. Developing the entity's capacity, including the capability of its leadership and the individuals within it
F. Managing risks and performance through robust internal control and strong public financial management
G. Implementing good practices in transparency, reporting, and audit to deliver effective accountability

Authorities are urged to test their structure against these principles on an annual basis, including how they have monitored the effectiveness of their governance arrangements in the year, and on any planned changes for the current period.

This Annual Governance Statement, in accordance with the Framework, fulfils our statutory requirement to conduct a review at least once in each financial year of the effectiveness of its system of internal control and to include a statement reporting on the review with its Statement of Accounts. This process not only creates an opportunity for the Integration Joint Board to set out its standard for good governance but also to ensure that its governance arrangements are seen to be sound. This is important as the governance arrangements in public services are closely scrutinised.

A) Behaving with integrity, demonstrating ethical values & respecting the rule of law

Local government organisations are accountable not only for how much they spend, but also for how they use the resources under their stewardship. This includes accountability for outputs, both positive and negative, and for the outcomes they have achieved. In addition, they have an overarching responsibility to serve the public interest in adhering to the requirements of legislation and government policies. It is essential that, as a whole, they can demonstrate the appropriateness of all their actions and have mechanisms in place to encourage and enforce adherence to ethical values and to respect the rule of law.

A1 Behaving with integrity

Behaviours/actions that demonstrate good governance	Examples in Midlothian
1.1 Ensuring members and officers behave with integrity and lead a culture where acting in the public interest is visibly and consistently demonstrated thereby protecting the reputation of the organisation	Reliance is placed on the values and standards set out in the MIJB's code of conduct and those within the codes of conduct of employer partner organisations and their organisational development plans. These are to be reviewed and sent out annually.
1.2 Ensuring members take the lead in establishing specific standard operating principles or values for the organisation and its staff and that they are communicated and understood. These should build on the Seven Principles of Public Life (the Nolan Principles)	The Scheme of Integration document serves as the approved constitution. Standing Orders and Scheme of Delegation. Reliance is placed on the values and standards set out in the MIJB's code of conduct and those within the codes of conduct of employer partner organisations and their organisational development plans.
1.3 Leading by example and using these standard operating principles or values as a framework for decision making and other actions	Reliance is placed on the arrangements within the employer partner organisations for identifying, mitigating and recording conflicts of interest, hospitality and gifts. Declarations of Interest are a standard agenda item at all meetings of the Board. The Annual Governance Statement will be the outcome of the annual self-evaluation of compliance.
1.4.Demonstrating, communicating and embedding the standard operating principles or values through appropriate policies and processes which are reviewed on a regular basis to ensure that they are operating effectively	As A1.3 The role of the MIJB Audit and Risk Committee is to have high-level oversight of internal control, governance and risk management. The MIJB Audit and Risk Committee has been constituted with a terms of reference. The MIJB has developed a complaints policy. Reliance is also placed on partners' policies and processes for complaints and whistle blowing

A2 Demonstrating strong commitment to ethical values

Behaviours/actions that demonstrate good governance	Examples in Midlothian
2.1 Seeking to establish, monitor and maintain the organisation's ethical standards and performance	The Annual Governance Statement is the outcome of an annual self-evaluation of compliance.
2.2 Underpinning personal behaviour with ethical values and ensuring they permeate all aspects of the organisation's culture and operation 2.3 Developing and maintaining robust policies and procedures 2.4 Ensuring that external providers of services on behalf of the organisation are required to act with integrity and in compliance with high ethical standards expected by the organisation	• Provision of ethical awareness training • Appraisal processes taking account of values and ethical behaviour • Staff appointments policy • Procurement policy • Ethical values feature in contracts with external service providers

A3 Respecting the rule of law

Behaviours/actions that demonstrate good governance	Examples in Midlothian
3.1 Ensuring members and staff demonstrate a strong commitment to the rule of the law as well as adhering to relevant laws and regulations	Advice and overseeing compliance on legal matters will be provided by the Chief Officer, Chief Finance Officer, Chief Internal Auditor and Committee Officer to the MIJB, as appropriate to their roles. If required legal advice would be sought from Central Legal Office (NHS) or Midlothian Council's Legal Officers, as appropriate.
3.2 Creating the conditions to ensure that the statutory officers, other key post holders and members are able to fulfil their responsibilities in accordance with legislative and regulatory requirements	The Scheme of Integration sets out the roles and responsibilities of statutory officers (Chief Officer, Chief Finance Officer) Guidance is available. As A3.1.
3.3 Striving to optimise the use of the full powers available for the benefit of citizens, communities and other stakeholders	The scope is set out in the Scheme of Integration in order to comply with the Public Bodies (Joint Working) (Scotland) Act 2014 which requires Health Boards and Local Authorities to integrate planning for, and delivery of, certain adult health and social care services. Guidance is available on use of powers. As A3.1.
3.4 Dealing with breaches of legal and regulatory provisions effectively.	In the context of health and social care integration this is a matter for the Chief Officer. Reliance will be placed on the arrangements within the partner organisations for ensuring legal compliance in operation of services. Advice and overseeing compliance on legal matters will be provided by the Chief Officer supported by Board Committee Officer, Chief Finance Officer, and Chief Internal Auditor, as appropriate to their roles.
3.5 Ensuring corruption and misuse of power are dealt with effectively	Reliance will be placed on the arrangements within the partner organisations for effective counter fraud and corruption policies and procedures in operation of services.

B) Ensuring openness & comprehensive stakeholder engagement

Local government is run for the public good, organisations therefore should ensure openness in their activities. Clear, trusted channels of communication and consultation should be used to engage effectively with all groups of stakeholders, such as individual citizens and service users, as well as institutional stakeholders

B1 Openness

Behaviours/actions that demonstrate good governance	Examples in Midlothian
1.1 Ensuring an open culture through demonstrating, documenting and communicating the organisation's commitment to openness	Corporate governance is about openness, integrity and accountability and the Local Code sets out the MIJB's systems and processes through which it accounts to, engages with and, where appropriate, leads its communities. Minutes and Reports for the MIJB and the MIJB Audit and Risk Committee are published on Midlothian Council's committee meetings website. The MIJB business is held in public unless there are good reasons for not doing so on the grounds of confidentiality. Reliance will be placed on the arrangements within the partner organisations to ensure compliance with Data Protection and Freedom of Information legislation.
1.2 Making decisions that are open about actions, plans, resource use, forecasts, outputs and outcomes. The presumption is for openness. If that is not the case, a justification for the reasoning for keeping a decision confidential should be provided	As B1.1
1.3 Providing clear reasoning and evidence for decisions in both public records and explanations to stakeholders and being explicit about the criteria, rationale and considerations used. In due course, ensuring that the impact and consequences of those decisions are clear	Calendar of dates for submitting, publishing and distributing reports. Reports set out professional advice and considerations in reaching recommendations. Professional advice and overseeing compliance with the legal and financial framework will be provided by the Chief Officer, Chief Finance Officer, Chief Internal Auditor and Committee Officer to the MIJB, as appropriate to their roles.
1.4 Using formal and informal consultation and engagement to determine the most appropriate and effective interventions/ courses of action	Community engagement was encouraged as part of the development of the Scheme of Integration and both the current and refreshed Strategic Plan. Community engagement is a continual and ongoing process in order to develop integrated services relevant to the needs of service users.

B2 Engaging comprehensively with institutional stakeholders

Behaviours/actions that demonstrate good governance	Examples in Midlothian
2.1 Effectively engaging with institutional stakeholders to ensure that the purpose, objectives and intended outcomes for each stakeholder relationship are clear so that outcomes are achieved successfully and sustainably	The Strategic Plan was developed following consultations with interested parties including members of the public, therefore highly co-produced.
2.2 Developing formal and informal partnerships to allow for resources to be used more efficiently and outcomes achieved more effectively	Midlothian Council and NHS Lothian are the principal partners. Also involved are the third sector, independent sector and user/ carer representatives. The Strategic Planning Group with full representation from the Principal Partners, 3rd Sector and Patient/Service Users is also part of the governance arrangements.
2.3 Ensuring that partnerships are based on: • trust • a shared commitment to change; • a culture that promotes and accepts challenge among partners; and that • the added value of partnership working is explicit	As B2.2.

B3 Engaging stakeholders effectively, including individual citizens and service users

Behaviours/actions that demonstrate good governance	Examples in Midlothian
3.1 Establishing a clear policy on the type of issues that the organisation will meaningfully consult with or involve individual citizens, service users and other stakeholders to ensure that service/other provision is contributing towards the achievement of intended outcomes	As B2.1.
3.2 Ensuring that communication methods are effective and that members and officers are clear about their roles with regard to community engagement	As B2.1
3.3 Encouraging, collecting and evaluating the views and experiences of communities, citizens, service users and organisations of different backgrounds including reference to future needs	As B2.1
3.4 Balancing feedback from more active stakeholder groups with other stakeholder groups to ensure inclusivity.	Consultation processes seeks to secure opinion which is as inclusive as possible.
3.5 Taking account of the interests of future generations of tax payers and service users	The partnership has a statutory responsibility to involve patients and members of the public in how health and social care services are designed and delivered.

C) Defining outcomes in terms of sustainable economic, social & environmental benefits

The long-term nature and impact of many of local government's responsibilities mean that it should define and plan outcomes and that these should be sustainable. Decisions should further the authority's purpose, contribute to intended benefits and outcomes, and remain within the limits of authority and resources. Input from all groups of stakeholders, including citizens, service users, and institutional stakeholders, is vital to the success of this process and in balancing competing demands when determining priorities for the finite resources available

C1 Defining outcomes

Behaviours/actions that demonstrate good governance	Examples in Midlothian
1.1 Having a clear vision which is an agreed formal statement of the organisation's purpose and intended outcomes containing appropriate performance indicators, which provides the basis for the organisation's overall strategy, planning and other decisions	The vision, strategic objectives and outcomes are reflected in Strategic Plan which has been refreshed. Work has commenced on the development of a new vision and values for the Strategic Plan 2022-2025.
1.2 Specifying the intended impact on, or changes for, stakeholders including citizens and service users. It could be immediately or over the course of a year or longer	As C1.2
1.3 Delivering defined outcomes on a sustainable basis within the resources that will be available	A medium term financial strategy 2019-2022 has been signed off by the MIJB. There is an MIJB approved rolling five year medium term financial plan, a Strategic Plan, an annual delivery plan and routine financial reporting.
1.4 Identifying and managing risks to the achievement of outcomes	A Risk Management Strategy has been approved by the MIJB. The MIJB maintains a Strategic Risk Register in which risks to its own objectives and achievement of outcomes are identified and managed.
1.5 Managing service users' expectations effectively with regard to determining priorities and making the best use of the resources available	As B2.1

C2 Sustainable economic, social and environmental benefits

Behaviours/actions that demonstrate good governance	Examples in Midlothian
2.1 Considering and balancing the combined economic, social and environmental impact of policies, plans and decisions when taking decisions about service provision	Economic and social (as it relates to improved outcomes) impact of policies and plans are taken into account when taking strategic commissioning decisions about service provision. Reliance is placed on the partners' arrangements for environmental impact assessments at operational level.
2.2 Taking a longer-term view with regard to decision making, taking account of risk and acting transparently where there are potential conflicts between the organisation's intended outcomes and short-term factors such as the political cycle or financial constraints	Decision-making reports to the MIJB and its Committees generally set out the implications of risk. The Board intends to add risk as a standing agenda item to board papers commencing in 2020/2021 Potential conflicts between the organisation's intended outcomes and short-term factors such as the political cycle or financial constraints would ordinarily be recognised. There is an MIJB approved medium term financial strategy, medium term financial Plan, annual financial plans and routine financial reporting. Value for money arrangements within the MIJB require further development. In the meantime, reliance will be placed on the value for money arrangements within the partner organisations. The Audit Scotland report on Auditing Best Value for IJBs was presented to the MIJB Audit and Risk Committee in March 2019. Service redesign through either disinvestment or targeted reinvestment is reflected in the Strategic Plan and the annual delivery plan and through Directions to partners. The Realistic Care Realistic Medicine programme board monitors and oversees this transformation work. Performance reporting is in place in respect of identified Ministerial priority areas in the Annual Performance Report. Other Performance Reports were presented to the Board for monitoring and control of achievement of Local Improvement Goals.
2.3 Determining the wider public interest associated with balancing conflicting interests between achieving the various economic, social and environmental benefits, through consultation where possible, in order to ensure appropriate trade-offs	As C2.2
2.4 Ensuring fair access to services	As C2.2. Reliance will be placed primarily on the equality and diversity arrangements within the partner organisations.

D) Determining the interventions necessary to optimise the achievement of the intended outcomes

Local government achieves its intended outcomes by providing a mixture of legal, regulatory, and practical interventions. Determining the right mix of these courses of action is a critically important strategic choice that local government has to make to ensure intended outcomes are achieved They need robust decision-making mechanisms to ensure that their defined outcomes can be achieved in a way that provides the best trade-off between the various types of resource inputs while still enabling effective and efficient operations. Decisions made need to be reviewed continually to ensure that achievement of outcomes is optimised.

D1 Determining interventions

Behaviours/actions that demonstrate good governance	Examples in Midlothian
1.1 Ensuring decision makers receive objective and rigorous analysis of a variety of options indicating how intended outcomes would be achieved and including the risks associated with those options. Therefore ensuring best value is achieved however services are provided	Decision-making reports to the MIJB and its Committees cover Policy/Strategy, Consultation and assessment of risk. Committee reports are published on Midlothian Council's committee meetings website. For best value - see C2.2 above
1.2 Considering feedback from citizens and service users when making decisions about service improvements or where services are no longer required in order to prioritise competing demands within limited resources available including people, skills, land and assets and bearing in mind future impacts	The Strategic Plan is based on consultation. The plan has been updated and is based upon further consultation. The Partnership has a statutory responsibility to involve patients and members of the public in how health and social care services are designed and delivered.

D2 Planning interventions

Behaviours/actions that demonstrate good governance	Examples in Midlothian
2.1 Establishing and implementing robust planning and control cycles that cover strategic and operational plans, priorities and targets	Reporting schedule for meetings and timetable for papers. Committee reports are published on Midlothian Council's committee meetings website.
2.2 Engaging with internal and external stakeholders in determining how services and other courses of action should be planned and delivered	See D1.2
2.3 Considering and monitoring risks facing each partner when working collaboratively including shared risks	The MIJB and Partners have their own Risk Management Frameworks is in place. The MIJB has decided that the Partners are responsible for managing their own risks and the MIJB will monitor Partners risks where those risks threaten the delivery of the MIJB's objectives.
2.4 Ensuring arrangements are flexible and agile so that the mechanisms for delivering outputs can be adapted to changing circumstances	Directions have been issued for service redesign. Directions for 2020-2021 were revised and reissued in October 2020 to reflect the impact of the Covid19 pandemic.
2.5 Establishing appropriate key performance indicators (KPIs) as part of the planning process in order to identify how the performance of services and projects is to be measured	Performance reporting is in place in respect of identified Ministerial priority areas in the Annual Performance Report. Other Performance Reports were presented to the Board for monitoring and control of achievement of Local Improvement Goals.

Behaviours/actions that demonstrate good governance	Examples in Midlothian
2.6 Ensuring capacity exists to generate the information required to review service quality regularly	The MIJB places reliance on Service quality reviews which are performed by the Partners. Independent assurance is gained from external inspection bodies.
2.7 Preparing budgets in accordance with organisational objectives, strategies and the medium-term financial plan	Budget offers/allocations are made to MIJB from its Partners. The MIJB assesses this in totality to support the delivery of its Strategic Plan.
2.8 Informing by drawing up realistic estimates of revenue and capital expenditure aimed at developing a sustainable funding strategy	The MIJB is working towards sustainable service provision. Need to be clear that capital is not delegated to the MIJB from partners.

D3 Optimising achievement of intended outcomes

Behaviours/actions that demonstrate good governance	Demonstration of good governance in practice
3.1 Ensuring the medium term financial strategy integrates and balances service priorities, affordability and other resource constraints	A medium term financial strategy 2019-2022 has been signed off by the MIJB.
3.2 Ensuring the budgeting process is all-inclusive, taking into account the full cost of operations over the medium and longer term	Medium term financial plan is in place.
3.3 Ensuring the medium-term financial strategy sets the context for ongoing decisions on significant delivery issues or responses to changes in the external environment that may arise during the budgetary period in order for outcomes to be achieved while optimising resource usage	As D3.1
3.4 Ensuring the achievement of 'social value' through service planning and commissioning *(Social Value is technically referred to as Community Benefit in Scotland)*	Reliance will be placed on the arrangements for achieving community benefits within the partner organisations. This will be a focus area for 2020/2021.

E) Developing the entity's capacity, including the capability of its leadership and the individuals within it

The integration authority needs appropriate structures and leadership, as well as people with the right skills, appropriate qualifications and mindset, to operate efficiently and effectively and achieve their intended outcomes within the specified periods. The integration authority must ensure that it has both the capacity to fulfil its own mandate and to make certain that there are policies in place to guarantee that its management has the operational capacity for the organisation as a whole. Because both individuals and the environment in which an authority operates will change over time, there will be a continuous need to develop its capacity as well as the skills and experience of the leadership of individual staff members. Leadership in entities is strengthened by the participation of people with many different types of backgrounds, reflecting the structure and diversity of communities.

E1 Developing the entity's capacity

Behaviours and actions that demonstrate good governance	Examples in Midlothian
1.1 Reviewing operations, performance and use of assets on a regular basis to ensure their continuing effectiveness	Reliance will be placed on the arrangements within the partner organisations, integrated through the HSCP
1.2 Improving resource use through appropriate application of techniques such as benchmarking and other options in order to determine how the authority's resources are allocated so that outcomes are achieved effectively and efficiently	As E1.1
1.3 Recognising the benefits of partnerships and collaborative working where added value can be achieved	The benefits of partnerships and collaborative working where added value can be achieved has been recognised and is at the core of MIJB planning and decision making.
1.4 Developing and maintaining an effective workforce plan to enhance the strategic allocation of resources	The MIJB has developed and maintains a workforce plan. The plan requires updating to reflect the Strategic Plan and possible changes required to address significant budgetary challenges.

E2 Developing the capability of the entity's leadership and other individuals

Behaviours and actions that demonstrate good governance	Examples in Midlothian
2.1 Developing protocols to ensure that elected and appointed leaders negotiate with each other regarding their respective roles early on in the relationship and that a shared understanding of roles and objectives is maintained	Regular meetings are held between the Chief Officer and the Chair and Vice Chair of the MIJB. The Chief Officer also meets regularly with representatives from the partner organisations.
2.2 Publishing a statement that specifies the types of decisions that are delegated and those reserved for the collective decision making of the governing body	The Scheme of Integration, Standing Orders and Scheme of Delegation.
2.3 Ensuring clearly defined and distinctive leadership roles within a structure, whereby the chief officer leads the authority in implementing strategy and managing the delivery of services and other outputs set by members and each provides a check and a balance for each other's authority	As E2.1
2.4 Developing the capabilities of members and senior management to achieve effective shared leadership and to enable the organisation to respond successfully to changing legal and policy demands as well as economic, political and environmental changes and risks.	MIJB Development Sessions have been and continue to be held. There is a development programme in place for the Board Members of the MIJB and there is a leadership development programme for the joint management team supported by workforce plans with a key focus on team leader development. A collaborative leadership strategy is being developed.
2.5 Ensuring that there are structures in place to encourage public participation	The partnership has a statutory responsibility to involve patients and members of the public in how health and social care services are designed and delivered.
2.6 Taking steps to consider the leadership's own effectiveness and ensuring leaders are open to constructive feedback from peer review and inspections	National reports on progress with integration have been reviewed and an action plan for improvement put in place.
2.7 Holding staff to account through regular performance reviews which take account of training or development needs	Reliance will be placed on the arrangements within the partner organisations, integrated via HSCP
2.8 Ensuring arrangements are in place to maintain the health and wellbeing of the workforce and support individuals in maintaining their own physical and mental wellbeing	As E2.7

F) . Managing risks and performance through robust internal control and strong public financial management

Local government needs to ensure that the organisations and governance structures that it oversees have implemented, and can sustain, an effective performance management system that facilitates effective and efficient delivery of planned services. Risk management and internal control are important and integral parts of a performance management system and crucial to the achievement of outcomes. Risk should be considered and addressed as part of all decision making activities.

A strong system of financial management is essential for the implementation of policies and the achievement of intended outcomes, as it will enforce financial discipline, strategic allocation of resources, efficient service delivery, and accountability.

It is also essential that a culture and structure for scrutiny is in place as a key part of accountable decision making, policy making and review. A positive working culture that accepts, promotes and encourages constructive challenge is critical to successful scrutiny and successful delivery. Importantly, this culture does not happen automatically, it requires repeated public commitment from those in authority.

F1 Managing risk

Behaviours and actions that demonstrate good governance	Examples in Midlothian
1.1 Recognising that risk management is an integral part of all activities and must be considered in all aspects of decision making	A Risk Management Strategy is in place It includes the reporting structure; types of risks to be reported; risk management framework and process; roles and responsibilities; and monitoring risk management activity and performance.
1.2 Implementing robust and integrated risk management arrangements and ensuring that they are working effectively	As F1.1
1.3 Ensuring that responsibilities for managing individual risks are clearly allocated	As F1.1.

F2 Managing performance

Behaviours and actions that demonstrate good governance	Examples in Midlothian
2.1 Monitoring service delivery effectively including planning, specification, execution and independent post-implementation review	Performance reporting is in place on identified Ministerial priority areas within the Annual Performance Report. Other Performance Reports are presented to the Board for monitoring and control of achievement of Local Improvement Goals.
2.2 Making decisions based on relevant, clear objective analysis and advice pointing out the implications and risks inherent in the organisation's financial, social and environmental position and outlook	Decision-making reports to the MIJB and its Committees.
2.3 Ensuring an effective scrutiny or oversight function is in place which encourages constructive challenge and debate on policies and objectives before, during and after decisions are made thereby enhancing the organisation's performance and that of any organisation for which it is responsible (OR, for a committee system) Encouraging effective and constructive challenge and debate on policies and objectives to support balanced and effective decision making	Opportunities for constructive challenge and debate on policies and objectives exist at MIJB Board meetings. Performance reporting to the MIJB on annual delivery plans and on progress towards outcome achievement for monitoring and control purposes. Notes of Strategic Planning Board now received by the Board.

Behaviours and actions that demonstrate good governance	Examples in Midlothian
Providing members and senior management with regular reports on service delivery plans and on progress towards outcome achievement	
2.4 Providing members and senior management with regular reports on service delivery plans and on progress towards outcome achievement	As F2.3
2.5 Ensuring there is consistency between specification stages (such as budgets) and post-implementation reporting (eg financial statements)	Financial standards, guidance within the employer partner organisations. MIJB Financial Regulations and Standing Orders. External Audit of MIJB annual financial statements.

F3 Robust internal control

Behaviours and actions that demonstrate good governance	Examples in Midlothian
3.1 Aligning the risk management strategy and policies on internal control with achieving objectives	A Risk Management Strategy is in place.
3.2 Evaluating and monitoring risk management and internal control on a regular basis	As F3.1
3.3 Ensuring effective counter fraud and anti-corruption arrangements are in place	Reliance will be placed on counter fraud and corruption arrangements within the partner organisations.
3.4 Ensuring additional assurance on the overall adequacy and effectiveness of the framework of governance, risk management and control is provided by the internal auditor	Internal Audit service is provided by Midlothian Council's Internal Audit team which has a shared service arrangement with Scottish Borders Council including the appointed MIJB Chief Internal Auditor, and in liaison with NHS Lothian Internal Audit team which provides specified Internal Audit days.
3.5 Ensuring an audit committee or equivalent group or function which is independent of the executive and accountable to the governing body: • provides a further source of effective assurance regarding arrangements for managing risk and maintaining an effective control environment • that its recommendations are listened to and acted upon	The MIJB Audit and Risk Committee has been constituted with a Terms of Reference.

F4 Managing data

Behaviours and actions that demonstrate good governance	Examples in Midlothian
4.1 Ensuring effective arrangements are in place for the safe collection, storage, use and sharing of data, including processes to safeguard personal data 4.2 Ensuring effective arrangements are in place and operating effectively when sharing data with other bodies 4.3 Reviewing and auditing regularly the quality and accuracy of data used in decision making and performance monitoring	Reliance will be placed on the arrangements for managing data within the partner organisations. A data sharing agreement is in place between the Council and NHS.

F5 Strong public financial management

Behaviours /actions that demonstrate good governance	Examples in Midlothian
5.1 Ensuring financial management supports both long-term achievement of outcomes and short-term financial and operational performance	Medium and long-term financial management processes and plans are not in place due to constraints of annual budget setting by Partners (and Scottish Government). There is an MIJB approved medium term financial strategy and routine financial reporting.
5.2 Ensuring well-developed financial management is integrated at all levels of planning and control, including management of financial risks and controls	Budget monitoring process and reporting to MIJB Board. There is an opportunity for MIJB members to enhance their understanding of the financial papers as required.

G) Implementing good practices in transparency, reporting, and audit to deliver effective accountability

Accountability is about ensuring that those making decisions and delivering services are answerable for them. Effective accountability is concerned not only with reporting on actions completed, but also ensuring that stakeholders are able to understand and respond as the organisation plans and carries out its activities in a transparent manner. Both external and internal audit contribute to effective accountability.

G1 Implementing good practice in transparency

Behaviours /actions that demonstrate good governance	Examples in Midlothian
1.1 Writing and communicating reports for the public and other stakeholders in an understandable style appropriate to the intended audience and ensuring that they are easy to access and interrogate	Reports are written and communicated in an understandable style appropriate to the intended audience and ensuring that they are easy to access via Midlothian Council's committee meetings website. Information has been provided by locality where possible.
1.2 Striking a balance between providing the right amount of information to satisfy transparency demands and enhance public scrutiny while not being too onerous to provide and for users to understand	An annual performance report is published which is written to inform readers on key matters. The Annual Accounts and Report that sets out the financial position is produced in accordance with accounting regulations.

G2 Implementing good practices in reporting

Behaviours /actions that demonstrate good governance	Examples in Midlothian
2.1 Reporting at least annually on performance, value for money and the stewardship of its resources	As G1.2 The Audit Scotland report on Auditing Best Value for IJBs was presented to the MIJB Audit and Risk Committee in March 2019.
2.2 Ensuring members and senior management own the results	The Integration Joint Board has approved the statutory roles of Chief Officer and Chief Finance Officer.
2.3 Ensuring robust arrangements for assessing the extent to which the principles contained in the Framework have been applied and publishing the results on this assessment including an action plan for improvement and evidence to demonstrate good governance (annual governance statement)	Review of the Framework reported in the Annual Governance Statement.
2.4 Ensuring that the Framework is applied to jointly managed or shared service organisations as appropriate	Reliance will be placed on the governance arrangements within the partner organisations.
2.5 Ensuring the performance information that accompanies the financial statements is prepared on a consistent and timely basis and the statements allow for comparison with other similar organisations	As G2.1

G3 Assurance and effective accountability

Behaviours /actions that demonstrate good governance	Examples in Midlothian
3.1 Ensuring that recommendations for corrective action made by external audit are acted upon.	The Accounts Commission appoints the External Auditors of the MIJB. Any recommendations made by External Audit are acted upon.
3.2 Ensuring an effective internal audit service with direct access to members is in place which provides assurance with regard to governance arrangements and recommendations are acted upon	The Board appointed a Chief Internal Auditor for the Integration Joint Board with agreement that Internal Audit services for the MIJB will be provided by Midlothian Council's Internal Audit team which has a shared service arrangement with Scottish Borders Council, and in liaison with NHS Lothian Internal Audit team which provides specified Internal Audit days. Compliance with CIPFA's Statement on the Role of the Head of Internal Audit (2019). Compliance with Public Sector Internal Audit Standards. Regular reports are presented to the MIJB Audit and Risk Committee on Management's progress with implementation of recommendations made by Internal Audit to ensure these are acted upon.
3.3 Welcoming peer challenge, reviews and inspections from regulatory bodies and implementing recommendations	Any recommendations made by Regulatory Bodies or Inspection Agencies are acted upon.
3.4 Gaining assurance on risks associated with delivering services through third parties and that this is evidenced in the annual governance statement	As risk management set out in F1 above. Annual Governance Statement included within Statutory Accounts.
3.5 Ensuring that when working in partnership, arrangements for accountability are clear and that the need for wider public accountability has been recognised and met	The vision, strategic objectives and outcomes are reflected in the Strategic Plan which has been approved and published by the MIJB. The Board is made up of members from Midlothian Council and NHS Lothian.