



REPORT TO: PERFORMANCE AND AUDIT COMMITTEE – 20 JULY 2022
REPORT ON: GOVERNANCE ACTION PLAN PROGRESS REPORT
REPORT BY: CHIEF FINANCE OFFICER
REPORT NO: PAC17-2022

1.0 PURPOSE OF REPORT

1.1 The purpose of this report is to provide the Performance and Audit Committee with an update on the progress of the actions set out in the Governance Action Plan.

2.0 RECOMMENDATIONS

It is recommended that the Performance and Audit Committee (PAC):

2.1 Notes the content of the report and the progress made in relation to the actions set out in the Governance Action Plan as outlined in Appendix 1.

3.0 FINANCIAL IMPLICATIONS

3.1 None.

4.0 MAIN TEXT

4.1 The Governance Action Plan was first presented and approved at the PAC meeting of the 25th March 2019 (Article VIII of the minute of the meeting refers) in response to a recommendation within Dundee Integration Joint Board's Annual Internal Audit Report 2017/18. This action plan enables the PAC to regularly monitor progress in implementing actions and understand the consequences of any non-achievement or slippage in strengthening its overall governance arrangements. The PAC remitted the Chief Finance Officer to present an update progress report to each PAC meeting.

4.2 The progress of the actions considered previously in the Governance Action Plan update, and not yet completed are noted in Appendix 1. Work is progressing to clear these outstanding actions. The completed actions previously reported to the Performance and Audit Committee have been removed from Appendix 1 to reduce the amount of information shown.

5.0 POLICY IMPLICATIONS

5.1 This report has been screened for any policy implications in respect of Equality Impact Assessment and Risk Management. There are no major issues.

6.0 RISK ASSESSMENT

6.1 This report has not been subject to a risk assessment as it relates to the development of an action plan in line with the findings of the Annual Internal Audit Report.

7.0 CONSULTATIONS

7.1 The Chief Officer, Chief Internal Auditor and the Clerk were consulted in the preparation of this report.

8.0 BACKGROUND PAPERS

8.1 None.

Dave Berry
Chief Finance Officer

DATE: 5 July 2022

PAC - HSCP Governance Action Report


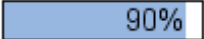

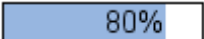

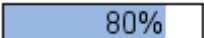

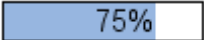

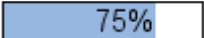

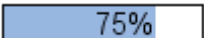
APPENDIX 1


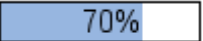

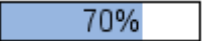

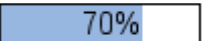
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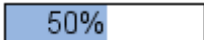

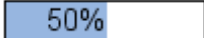

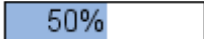

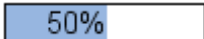

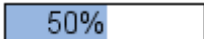
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	Action Code & Title	Progress Bar	Dates Due Date	Dates Original Due Date	Ownership Assigned To	Latest Update
✓	PAC 34-2019-3 Agree budget with partner organisations to ensure approval prior to the start of the year.	100%	31-Mar-2022	31-Mar-2022	Dave Berry	Although NHST does not formally approve its annual financial plan until April after the IJB's budget setting meeting in March, the information provided to the CFO from NHST's Director of Finance in relation to the level of resources provided to enable the IJB to set its budget before the year end has been consistent with the NHST final agreed budget for each year of the IJB's existence so in effect the budget is agreed prior to the start of the year
✓	PAC26-2021-2 Submit a further analysis of the reasons for the deterioration of performance against National Indicator 17 (care inspectorate gradings	100%	31-Mar-2022	31-Mar-2022	Kathryn Sharp	This was completed and submitted to PAC in early 2022.
✓	PAC30-2021 - 2 The IJBs five-year financial framework is to be updated to reflect the impact of the Covid-19 pandemic.	100%	31-Mar-2022	31-Mar-2022	Dave Berry	Report presented to the June IJB meeting
✓	PAC30-2021-1 Refine financial monitoring reports to the Board related to earmarked	100%	30-Jun-2022	30-Jun-2022	Dave Berry	Financial reporting to the IJB was enhanced during 2021/22 which included a year end

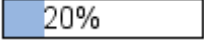
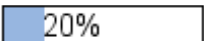
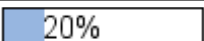




	Action Code & Title	Progress Bar	Dates Due Date	Dates Original Due Date	Ownership Assigned To	Latest Update
	funding					monitoring report noting the spend against earmarked additional funding for Covid19 and in-year additional funding from the SGovt
✔	PAC5-2021 – 2 Actions arising from the Transformation & Service Redesign internal audit report (2019) should continue to be monitored by being added to the Governance Action plan	100%	31-Mar-2022	31-Mar-2022	Dave Berry	<p>28-5-2019 minute of PAC – On a reference to the minute of this Committee of 12th February, 2019, Report No PAC20-2019 considering an action plan to progress the recommendations set out within the recent Internal Audit Review of the Integration Joint Boards (IJB) Transformation and Service Redesign Programme. All actions from this plan have now been completed or added to the Governance Action Plan</p> <p>Appendix to Feb 2022 Governance Action Plan Report to PAC to demonstrate full completion or transfer of actions</p>
✔	PAC7-2019-2 Provide the IJB with reporting on workforce issues	100%	31-Mar-2022	31-Mar-2022	Dave Berry	Workforce plan presented to the June IJB meeting. Workforce issues resulting in an increase to risk reflected in the IJB's Strategic Risk Register reported to each meeting of the PAC and annually to the IJB. Further workforce issues are reflected in the CCPG Chairs Assurance Report for the PAC
▶	PAC28-2020-3 A review should be undertaken to update the strategic risk in relation to Increased Bureaucracy.	90%	30-Sep-2022	31-Mar-2022	Dave Berry; Diane McCulloch	Recent review of strategic risks carried out and reduced this particular risk due to reduction in reporting arrangements around

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					Covid19
 PAC7-2019-1 Clarification of deputising arrangements for the Chief Officer to be presented to the IJB.		31-Aug-2022	31-Mar-2022	Dave Berry	Integration scheme approved by partner bodies at the end of June 2022 – submitted to Scottish Government for approval
 PAC 36-2020-2 A programme of development and training opportunities for Board members should be progressed.		31-Mar-2022	31-Mar-2022	Kathryn Sharp	Further development sessions will continue to be provided throughout 2022/23 as required.
 PAC26-2021-3 Submit an update report on improvement activity that has been undertaken to address the increased rate in hospital admissions due to a fall		31-Mar-2022	31-Mar-2022	Kathryn Sharp	Paper is in final stages of development and will be submitted to September 2022 PAC.
 PAC 36-2020-1 Status of savings proposals and transformation should be clearly and regularly reported to members. The impact from Covid-19 and delivering pandemic remobilisation plans will also need to be considered.		31-Dec-2022	31-Mar-2022	Dave Berry	Further progress on this was made within financial monitoring reports to the IJB during 2021/22 and will continue during 2022/23
 PAC20-2019-1 The Transformation Programme should be recorded in an overarching document		31-Dec-2022	31-Aug-2021	Dave Berry	A collated transformation programme document will be presented to the IJB as part of the ongoing development of the 2023/24 budget in response to the anticipated future financial challenges
 PAC31-2021 – 1 Assurance and performance reports should be related to specific risks and contain a conclusion on whether the controls are operating effectively to mitigate the intended risks		30-Jun-2022	30-Jun-2022	Kathryn Sharp	New approach to performance reporting agreed by PAC in November 2021. This includes a clearer focus on performance reports informing the strategic risk register, as well as prioritisation of performance






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						analysis for areas of identified risk. This new approach is currently being embedded and will continue to strengthen over the remainder of 2022/23.
	PAC 34-2019-4 Combine financial and performance reporting to ensure that members have clear sight of the impact of variances against budget in terms of service performance.		31-Dec-2021	31-Dec-2021	Kathryn Sharp	Revised quarterly performance report and reporting framework was approved by the PAC in November 2021. Further work to develop links to financial information to be developed as part of revision of strategic and commissioning plan.
	PAC7-2019-4 Development of improved Hosted Services arrangements around risk and performance management for hosted services.		31-Dec-2022	31-Mar-2022	Dave Berry; Kathryn Sharp	The review of the Integration Schemes across Tayside has further clarified arrangements for 'hosted services'; with it being proposed that these to be known as 'lead partner' arrangements in the future. This clarification will support further work to implement arrangements for reporting risk and performance for 'lead partner' services.
	PAC9-2018-1 Clinical and care governance across delegated services review of remits		30-Sep-2021	30-Sep-2021	Matthew Kendall	The GIRFE Group continue to review the processes and structures for Hosted Services. A sample of Hosted services governance reports have been shared across HSCP's for comment and this will be reviewed through the GIRFE Group. Presenting exceptions are escalated through professional lines where required.

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 PAC20-2019-2 Summary reports on the progress of the Transformation Programme should be prepared and submitted to the PAC for its review. The Terms of Reference of the PAC should be updated to reflect the requirement for the TDG to report to it.		31-Aug-2022	31-Aug-2021	Dave Berry	The Transformation Programme will be presented as part of the IJB's budget setting papers in March 2022
 PAC26-2021-1 Submit a further in-depth analysis of readmissions data		31-Mar-2022	31-Mar-2022	Kathryn Sharp	Agenda note submitted to PAC in July 2022. Contemporary readmissions is not available for further analysis due to ongoing work by NHS Tayside Business unit on coding and recording. However Partnership information staff have planned next steps in the analytical process and will recommence activity as soon as data becomes available. An update is to be provided to PAC in November 2022.
 PAC29-2021-1 Develop a Psychological Therapies Strategic Plan including the introduction of a pan-Tayside Strategic Commissioning Group		30-Jun-2022	30-Jun-2022	Diane Mcculloch	Scoping paper developed and agreed for the strategic group and meeting planned
 PAC7-2019-3 Development of Large Hospital Set Aside arrangements in conjunction with the Scottish Government, NHS Tayside and Angus and Perth and Kinross Integration Joint Boards.		31-Mar-2023	31-Mar-2022	Dave Berry	Impact of the introduction of a National Care Service to be considered on future development of Large Hospital Set Aside arrangements
 PAC7-2019-6 Further develop performance report information into a		31-Dec-2021	31-Dec-2021	Kathryn Sharp	This is to be delivered via the development of a replacement strategic plan for the IJB for

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	delivery plan framework					April 2023 onwards. Initial planning through the Strategic Planning Advisory Group has commenced, including a focus on developing a longer-term strategic vision and priorities supported by more agile annual delivery plans.
▶	PAC8-2018-1 Work to fully implement the actions in the Workforce and Organisational Development Strategy		31-Dec-2022	31-Mar-2022	Dave Berry; Diane Mcculloch	Publication of updated IJB Workforce strategy in June 2022 further strengthens the framework to take forward a revised organisational development strategy
▶	PAC8-2018-2 Develop a formal Service Level Agreement (SLA) detailing all key corporate support services to be provided to the DH&SCP by DCC and NHST		31-Dec-2022	31-Mar-2022	Dave Berry; Kathryn Sharp	The revision of the Integration Scheme re-emphasised the need for the partner bodies to provide appropriate corporate support to the IJB. A commitment has been made by the partner bodies to develop a memorandum of understanding rather than a formal SLA
⬢	PAC 36-2020-3 The Board and PAC are updated on progress in delivering against the risk maturity action plan.		31-Mar-2022	31-Mar-2022	Clare Lewis-Robertson	Risk management strategy approved by IJB and Risk Management development session held
▶	PAC28-2020-1 The DHSCP management team should review attendance at groups based on agreed principles		31-Dec-2022	31-Mar-2022	Dave Berry	Management team continues to assess attendance at meetings based on reducing duplication of attendees, relevance and priorities
▶	PAC20-2019-3 Terms of Reference documents should be developed / reviewed for all groups that impact on the transformation and service redesign arrangements of the DH&SCP, including		31-Dec-2022	31-Mar-2022	Dave Berry	Transformation and service redesign arrangements pulled together for first time and reflected in IJB report around 5 year financial strategy. Next stage is to review all terms of reference

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the ISPG					
▶ PAC28-2020-2 A governance mapping best practice guidance document is developed to ensure the operation of all groups conforms to the various principles detailed in the report.		31-Dec-2022	31-Mar-2022	Dave Berry; Diane Mcculloch	Work to commence on this as the HSCP moves back into business as usual mode following the Covid19 pandemic
▶ PAC31-2021-2 The Finance & Performance Group, when constituted, should consider both finance and performance in the context of the IJB's strategic risks		31-Dec-2022	30-Jun-2022	Dave Berry	Initial planning to develop the triangulation between finance, performance and risk commenced
▶ PAC31-2021-4 Develop a process to trigger further analytical reports		31-Dec-2022	30-Jun-2022	Dave Berry	Initial planning undertaken to consider this development
▶ PAC31-2021-6 The IJB should direct its partners to undertake a review of the resources required for performance management		31-Dec-2022	30-Jun-2022	Dave Berry	Will form part of the development of a memorandum of understanding between the partner agencies and the IJB around Corporate Support
▶ PAC30-2021-4 Review and further develop the IJB's risk management policy		31-Oct-2022	31-Oct-2022	Clare Lewis-Robertson	As noted in the management response to the audit report – This will continue to be reported through the Governance Action Plan Update Report.
▶ PAC31-2021-3 The IJB should monitor whether the Strategic Commissioning Plan is delivering the required outcomes		31-Mar-2024	31-Mar-2024	Dave Berry	The Integration Scheme is currently being revised and consideration will be given to establishing the relevant performance information relating to non-integrated functions as part of that process.
▶ PAC31-2021-5 Consider performance information relevant to non integration		31-Mar-2024	31-Mar-2024	Dave Berry	The Integration Scheme is currently being revised and consideration will be given to

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functions in the review of the Integration Scheme					establishing the relevant performance information relating to non-integrated functions as part of that process.

Action Status	
	Cancelled
	Overdue; Neglected
	Unassigned; Check Progress
	Not Started; In Progress; Assigned
	Completed