



REPORT TO: PERFORMANCE AND AUDIT COMMITTEE – 28 MAY 2019
REPORT ON: TRANSFORMATION AND SERVICE REDESIGN INTERNAL AUDIT REPORT – ACTION PLAN
REPORT BY: CHIEF FINANCE OFFICER
REPORT NO: PAC20-2019

1.0 PURPOSE OF REPORT

The purpose of this report is to consider an action plan to progress the recommendations set out within the recent Internal Audit Review of the Integration Joint Board's (IJB) Transformation and Service Redesign Programme.

2.0 RECOMMENDATIONS

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

- 2.1 Approves the Action Plan at Appendix 1 in response to the Internal Audit Assessment of the Integration Joint Board Transformation and Service Redesign Programme presented to the PAC on 12 February 2019 (Article IX of the minute of the PAC held on 12 February 2019 refers).
- 2.2 Instructs the Chief Finance Officer to provide an update on the action plan to the meeting of the Performance and Audit Committee in September 2019.

3.0 FINANCIAL IMPLICATIONS

None.

4.0 MAIN TEXT

- 4.1 Dundee Integration Joint Board's Internal Audit plan included a review of the IJB's Transformation and Service Redesign Programme arrangements. The resultant report was presented to the PAC at its meeting of the 12th February 2019 (Article IX of the minute of the PAC held on 12 February 2019 refers).
- 4.2 The review assessed the IJB's developing system for prioritisation of service redesign options, the financial impact of these linked to savings plans, stakeholder engagement and project management. In relation to the outcome of the assessment, while the Chief Internal Auditor recognised there had been a conscious effort by management to bring together and coordinate the strands of transformational change, demonstrated in particular through the establishment of the Transformation Delivery Group, they identified a number improvements which should be made to enhance the adequacy and effectiveness of the system currently in place. As a result, the auditor is of the opinion that these arrangements are inadequate and awarded a Category D rating for the review.
- 4.3 A detailed action plan in response to the issues is attached at Appendix 1 to provide the PAC with the assurance that the systems and processes around its Transformation Programme are fit for purpose in the future. An update on progress of the actions identified will be presented to the PAC at its meeting in September 2019.

5.0 POLICY IMPLICATIONS

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

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

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

8.0 BACKGROUND PAPERS

None.

Dave Berry
Chief Finance Officer

DATE: 17 May 2019

Appendix 1

DUNDEE INTEGRATION JOINT BOARD TRANSFORMATION PROGRAMME INTERNAL AUDIT REPORT – ACTION PLAN				
Ref	Audit Recommendations	Actions Proposed	Responsible Officer	Timescales
1.	<p>To improve existing review and monitoring arrangements Surrounding progress towards delivery and realisation of the DH&SCP’s Transformation Programmes and individual projects contained within them, an overarching record comprising, as a minimum, the following key pieces of information should be introduced and maintained.</p> <p>When developing the overarching record, appropriate consideration should be given to the transformational change programmes in place within Dundee City Council And NHS Tayside. This record, which should be reviewed on a regular basis by key members of staff and groups, including the TDG, should provide users with Implementation status information at a glance.</p> <p>Transformation Programme, along with brief description.</p> <ul style="list-style-type: none"> • List of each transformation project contained within each Programme. • Lead Officer details for each Programme and its projects. • Desired outcomes. • Progress to date towards implementation. • Estimated savings where applicable. 	<p>The existing documentation supporting the Transformation Programme will be enhanced to ensure the areas suggested in the audit recommendation are included along with appropriate implementation status indicators. Performance monitoring will be supported through the use of the Pentane performance monitoring system. This will enable project leads and other stakeholders to track progress of implementation.</p>	<p>Chief Finance Officer / Head of Health and Community Care Services</p>	<p>31st August 2019</p>

2.	<p>Given that the TDG aims to drive delivery and realisation of the Transformation Programme in general and the individual projects within it, it is vital that these meetings are not cancelled and that there is ongoing engagement at the meetings from all relevant individuals and groups. With that in mind, where standing members of the group are not available to attend a meeting, they should ensure that an appropriate substitute attends / makes decisions on their behalf.</p> <p>This requirement should be stipulated in the TDG Terms of Reference, which should be endorsed by the TDG prior to approval by the PAC.</p>	<p>Review of governance meetings and interrelationships has been initiated to ensure the most effective governance routes for policy and decision making. This includes reviewing the clearance route for papers to be presented to the IJB and PAC, Clinical and Care Governance Forum, relationships between strategic planning groups, the ISPG and the subsequent oversight of transformation in line with the Strategic and Commissioning Plan. This will provide more clarity on responsibilities and is likely to result in a rationalisation of meeting structures with the strong possibility that the Transformation Delivery Group will not be required in future.</p>	<p>Dundee Health and Social Care Partnership Management Team</p>	<p>30th June 2019</p>
2. contd	<p>In order to enhance existing governance arrangements, fulfil the Terms of Reference of the TDG and assist with prioritising resources, regular summary reports on the progress of the Transformation Programme should be prepared by the TDG and submitted to the Performance and Audit Committee for its review. The Terms of Reference of the PAC should be updated to reflect the requirement for the TDG to report to it.</p>	<p>This recommendation will be considered as part of the review noted above.</p>	<p>Dundee Health and Social Care Partnership Management Team</p>	<p>30th June 2019</p>
3.	<p>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 the Integrated Strategic Planning Group. These should clearly detail the roles, remits and governance arrangements of the group, who they are required to report to and under what circumstances.</p>	<p>This recommendation will be considered as part of the review noted above, including an assessment of the range and structure of the various client and theme based strategic planning groups. Please note development of terms of reference will take</p>	<p>Dundee Health and Social Care Partnership Management Team</p>	<p>30th September 2019</p>

	<p>An overarching review of reporting requirements should be carried out in relation to the Transformation Programme.</p> <p>As part of this exercise, clarity should be provided surrounding the groups that transformation proposals should be presented to, the groups / governing bodies and committees (i.e. IJB and Performance and Audit Committee) that should give approval to proceed with those proposals and the groups that require to be copied into proposals for information only.</p>	longer to establish hence the later action by date		
4.	Any reports prepared as part of the Transformation Programme and Transformation Workstreams should specifically include a section on for noting the potential impact of the transformation programme /project on quality and make specific reference to the consideration being given as to the impact on clinical or / social work standards.	The existing documentation supporting the Transformation Programme will be enhanced to ensure the areas suggested in the audit recommendation are included	Chief Finance Officer / Head of Health and Community Care Services	31 st August 2019
5.	To assist with ensuring that efficiency savings can be easily identified, explained and tracked as they progress, sufficient demonstrable evidence, including the methodology and principles applied to arrive at the figures, should be available / retained.	A comprehensive summary of the 2019/20 savings proposals methodology will be developed as part of the final 2019/20 budget development source files	Chief Finance Officer	30 th June 2019
6.	To ensure consistency of approach for IJB transformation projects and assist with ensuring buy in and subsequent achievement of savings, corresponding budgets should be adjusted accordingly in NHS Tayside's general ledger.	This recommendation was implemented in 2018/19 and budget adjustments will be made timeously to the ledger for 2019/20 for those savings identified as being in relation to NHS provided services/expenditure	Chief Finance Officer	30 th June 2019

