



**REPORT TO: PERFORMANCE AND AUDIT COMMITTEE – 28 SEPTEMBER 2022**  
**REPORT ON: GOVERNANCE ACTION PLAN PROGRESS REPORT**  
**REPORT BY: CHIEF FINANCE OFFICER**  
**REPORT NO: PAC24-2022**

**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 25<sup>th</sup> 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: 14 September 2022






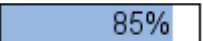

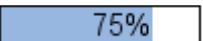

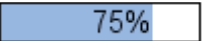

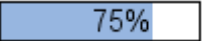
# PAC24-2022 HSCP Governance Action Report

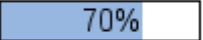
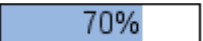
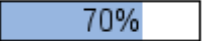
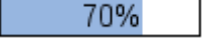
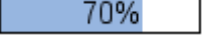
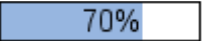
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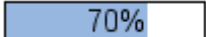


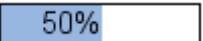
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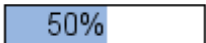
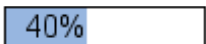
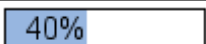

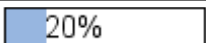
	Action Code & Title	Progress Bar	Dates Due Date	Dates Original Due Date	Ownership Assigned To	Latest Update
✓	PAC26-2021-2 Submit a further analysis of the reasons for the deterioration of performance against National Indicator 17 (care inspectorate gradings)	<div style="width: 100%; background-color: #4f81bd; color: white; text-align: center; padding: 2px;">100%</div>	31-Mar-2022	31-Mar-2022	Kathryn Sharp	This was completed and submitted to PAC in early 2022.
✓	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	<div style="width: 100%; background-color: #4f81bd; color: white; text-align: center; padding: 2px;">100%</div>	31-Mar-2022	31-Mar-2022	Kathryn Sharp	Paper presented to the September 2022 PAC meeting
✓	PAC28-2020-3 A review should be undertaken to update the strategic risk in relation to Increased Bureaucracy.	<div style="width: 100%; background-color: #4f81bd; color: white; text-align: center; padding: 2px;">100%</div>	30-Sep-2022	31-Mar-2022	Dave Berry; Diane Mcculloch	Reviewed and updated September 2022
✓	PAC30-2021-3 The PAC and IJB as necessary, should continue to be updated on implementation progress across all governance and improvement areas	<div style="width: 100%; background-color: #4f81bd; color: white; text-align: center; padding: 2px;">100%</div>	31-Mar-2022	31-Mar-2022	Dave Berry	Actions being complied with as reported by external audit

Action Code & Title	Progress Bar	Dates Due Date	Dates Original Due Date	Ownership Assigned To	Latest Update
 PAC31-2021-5 Consider performance information relevant to non integration functions in the review of the Integration Scheme	 100%	31-Mar-2024	31-Mar-2024	Dave Berry	Limited progress made from the Partner Bodies in developing this as part of the review of the Integration Scheme which is now complete – unlikely to progress further with National Care Service on the horizon
 PAC7-2019-1 Clarification of deputising arrangements for the Chief Officer to be presented to the IJB.	 90%	31-Aug-2022	31-Mar-2022	Dave Berry	Awaiting final sign off of the revised Integration Scheme from the Scottish Government
 PAC 36-2020-2 A programme of development and training opportunities for Board members should be progressed.	 85%	31-Mar-2022	31-Mar-2022	Kathryn Sharp	An induction session has been provided in August 2022 for IJB members. Feedback received is to be considered to inform future sessions. Briefing sessions have also been provided in relation to Primary Care and the NCS. Again, feedback will inform planning of future sessions.
 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.	 75%	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	 75%	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	 75%	30-Jun-2022	30-Jun-2022	Kathryn Sharp	New approach to performance reporting agreed by PAC in November 2021. This


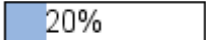


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	specific risks and contain a conclusion on whether the controls are operating effectively to mitigate the intended risks					includes a clearer focus on performance reports informing the strategic risk register, as well as prioritisation of performance 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 13-2022-1 Category 1 Responders - Fully incorporate responder resilience arrangements into the IJB's governance structure.		31-Oct-2022	31-Dec-2021	Kathryn Sharp	Actions being taken forward as part of revision of IJB / PAC Standing Orders and Scheme of delegation following agreement of revised Integration Scheme.
▶	PAC 13-2022-2 Category 1 Responders - Arrangements to be put in place for assurances from partner bodies.		31-Oct-2022	31-Dec-2021	Diane Mcculloch	Request to be made formally through Tayside Local Resilience Planning Group to receive appropriate resilience reports
▶	PAC 13-2022-3 Copy of Category 1 Responders - Assurances to be provided to the IJB		31-Oct-2022	31-Dec-2021	Kathryn Sharp	Report to be presented to the October 2022 IJB outlining the Category 1 action plan
▶	PAC 13-2022-4 Category 1 Responders - Development of Action Plan to ensure IJB responsibilities are discharged		31-Oct-2022	31-Dec-2021	Kathryn Sharp	Report to be presented to the October 2022 IJB outlining the Category 1 action plan
●	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	Further work has been delayed by lack of capacity within support services to progress this area of work at the current time.
●	PAC20-2019-2 Summary reports on the progress of the Transformation		31-Aug-2022	31-Aug-2021	Dave Berry	PAC Terms of reference will be amended alongside IJB Standing Orders once the






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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.					revised integration scheme has been approved by the Scottish Government
 PAC30-2021-4 Review and further develop the IJB's risk management policy		31-Oct-2022	31-Oct-2022	Clare Lewis-Robertson	Work progressing to develop the risk management policy which has been informed by IJB development sessions and associated feedback.
 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	Further discussions have taken place between HSCP officers to strengthen these further following the work carried out to revise the Integration Schemes
 PAC9-2018-1 Clinical and care governance across delegated services review of remits		30-Sep-2021	30-Sep-2021	Matthew Kendall	Further work on this will tie in with the action on the strengthening of performance reporting for lead partner (hosted) arrangements
 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	Work around risk development sessions has informed members of roles and responsibilities around risk management which is part of the risk maturity action plan.
 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
 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

	Action Code & Title	Progress Bar	Dates Due Date	Dates Original Due Date	Ownership Assigned To	Latest Update
						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
▶	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	Work progressing through the Strategic Planning Advisory Group around developing the monitoring framework for the delivery plan as the "action" list from the Strategic and Commissioning Plan
▶	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 delivery plan framework		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 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

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					supported by more agile annual delivery plans.
▶ 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
▶ 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 the ISPG		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
▶ 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
▶ 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
▶ 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



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 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

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

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