Dundee Health & Social Care Partnership

REPORT TO: **PERFORMANCE AND AUDIT COMMITTEE – 1st FEBRUARY 2023**

REPORT ON: **GOVERNANCE ACTION PLAN PROGRESS REPORT**

REPORT BY: **CHIEF FINANCE OFFICER**

REPORT NO: **PAC3-2023**

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 subject to the Pre-IIA Screening Tool and does not make any recommendations for change to strategy, policy, procedures, services or funding and so has not been subject to an Integrated Impact Assessment. An appropriate senior manager has reviewed and agreed with this assessment.

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   DATE: 6th January 2023
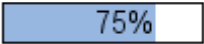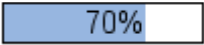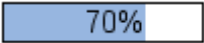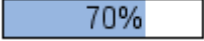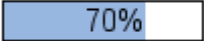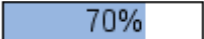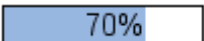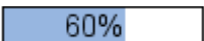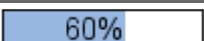Chief Finance Officer
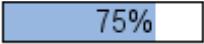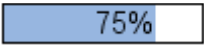
PAC3-2023 Appendix 1 - HSCP Governance Action Report

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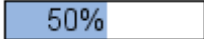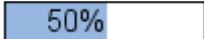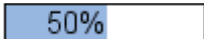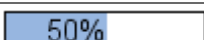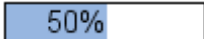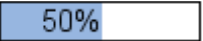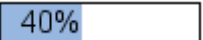
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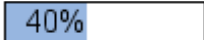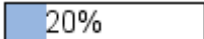
	Action Code & Title	Progress Bar	Dates Due Date	Dates Original Due Date	Ownership Assigned To	Latest Update
🔴	PAC 13-2022-1 Category 1 Responders – Fully incorporate responder resilience arrangements into the IJB's governance structure.	90%	31-Oct-2022	31-Dec-2021	Kathryn Sharp	Action plan agreed, however first annual reports not due until end of 22/23 financial year.
🔴	PAC 13-2022-3 Copy of Category 1 Responders – Assurances to be provided to the IJB	90%	31-Oct-2022	31-Dec-2021	Kathryn Sharp	Category 1 Responder Update report and action plan submitted and approved in October 2022. Annual assurance reporting will begin in 2023.
▶	PAC 36-2020-2 A programme of development and training opportunities for Board members should be progressed.	90%	31-Mar-2023	31-Mar-2022	Kathryn Sharp	A series of briefing and development sessions are being planned for Q4 of 2022/23 in response to member requests and emerging areas of business.
🔴	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

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▷ 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-Mar-2023	31-Mar-2022	Dave Berry	Updated savings and transformation proposals to be put to the IJB as part of the 2023/24 Budget Development process
▷ PAC20-2019-1 The Transformation Programme should be recorded in an overarching document	75%	31-Mar-2023	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	75%	31-Mar-2023	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 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 13-2022-2 Category 1 Responders – Arrangements to be put in place for assurances from partner bodies.	70%	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 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.	70%	31-Mar-2023	31-Dec-2021	Kathryn Sharp	Continued focus of performance reporting is on priority areas for local indicator development. Further development of links between plans, finance and performance will be addressed as part of replacement

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					strategic plan process.
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.	70%	31-Mar-2023	31-Aug-2021	Dave Berry	PAC Terms of reference will be amended alongside IJB Standing Orders once the revised integration scheme has been approved by the Scottish Government
PAC30-2021-4 Review and further develop the IJB's risk management policy	70%	31-Mar-2023	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.	70%	31-Mar-2023	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	70%	31-Mar-2023	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.	60%	31-Mar-2023	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	60%	31-Mar-2023	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

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					organisational development strategy
🔴 PAC26-2021-1 Submit a further in-depth analysis of readmissions data	50%	31-May-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	50%	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	50%	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.	50%	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	50%	31-Mar-2022	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

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					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.
PAC8-2018-2 Develop a formal Service Level Agreement (SLA) detailing all key corporate support services to be provided to the DH&SCP by DCC and NHST	50%	30-Jun-2023	31-Mar-2022	Dave Berry; Kathryn Sharp	Following sign off of the Integration Scheme by the Scottish Government in November 2022, the statutory parties will be asked to take forward the development of a memorandum of understanding regarding the provision of support functions. This will consider the implications of the introduction of a National Care Service
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	40%	31-Mar-2023	31-Mar-2022	Dave Berry	As revised transformation programme develops this will become a key action to ensure consistency in approach to managing change including reducing duplication
PAC28-2020-1 The DHSCP management team should review attendance at groups based on agreed principles	40%	31-Mar-2023	31-Mar-2022	Dave Berry	Management team continues to assess attendance at meetings based on reducing duplication of attendees, relevance and priorities
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.	40%	28-Feb-2023	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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▷ PAC31-2021-2 The Finance & Performance Group, when constituted, should consider both finance and performance in the context of the IJB's strategic risks	40%	31-Mar-2023	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	40%	31-Mar-2023	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	20%	31-Mar-2023	30-Jun-2022	Dave Berry	Following sign off of the Integration Scheme by the Scottish Government in November 2022, the statutory parties will be asked to take forward the development of a memorandum of understanding regarding the provision of support functions of which performance management forms part.

Action Status	
✖	Cancelled
⬤	Overdue; Neglected
⚠	Unassigned; Check Progress
▷	Not Started; In Progress; Assigned
✓	Completed