ITEM No …12……..

REPORT TO: **PERFORMANCE AND AUDIT COMMITTEE –20 MAY 2026**

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

REPORT BY: **CHIEF OFFICER**

REPORT NO: **PAC18-2026**

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 Note the content of the report and the progress made against the actions within the Governance Action Plan (contained within appendix 1).

3.0 FINANCIAL IMPLICATIONS

3.1 None.

4.0 MAIN TEXT

4.1 Appendix 1 contains an overview report detailing the current status of the actions within the Governance Action Plan. Since February 2026, seven actions have been completed and 28 actions remain ongoing. No additional actions have been added during this reporting period.

4.2 Of the 28 ongoing actions, eight have had progress recorded progress towards implementation since the last update was provided to PAC. Of the 20 actions where there has been no progress in the last reporting period, nine actions are dependent on the completion of annual reports or statutory processes which have scheduled timelines in place. The need to focus available capacity on the 2026/27 budget setting process, particularly the capacity of teams that support finance, governance and planning functions, has slowed progress over the last reporting period. However, it is anticipated that a number of actions will now be able to progress substantially over the summer period and be completed before the submission of the next report in September 2026.

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 been assessed to identify impacts on strategic risk management. No impact has been identified, either in relation to the strategic risks currently contained within the IJB's strategic risk register or the identification of additional, emerging risks.

Please note that the content of the Governance Action Plan was considered when producing the revised IJB strategic risk register, including in relation to risk scoring and control measures. As this exercise was completed in February 2026, the Governance Actin Plan and strategic risk register are fully aligned at the present time.

7.0 CONSULTATIONS

7.1 The Acting Chief Finance 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: 21 April 2026

Chief Officer

IJB Outstanding Actions – Governance Action Plan May 2026

Completed since last update

		Title and Abbreviated Description	Due Date	Ownership	Most Recent Update
1	✓	DHSCPGAPEA20211124 **Reporting against risk management improvement actions and strategic risk register** Further improvement actions remain to be progressed associated with the IJBs risk management arrangements, including reviewing the IJB's risk management policy and developing further an understanding of the IJBs risk appetite. The Board and PAC should continue to be updated on progress on the delivery against the remaining risk management improvement actions and updates to the Strategic Risk Register.	31 Oct 2022	Chief Officer Head of Service, Strategic Services	21.04.26 Revised strategic risk register and reporting arrangements now approved by IJB and being implemented.
2	✓	DHSCPGAPIA20211124-1.2 **Enhanced Performance Reporting** Further developments of the performance management arrangements should include the following: Assurance and performance reports should be related to specific risks and should contain an overt conclusion on whether the performance reports indicate that controls are operating effectively to mitigate the risk as intended.	30 Jun 2022	Head of Service, Strategic Services	21.04.26 Revised strategic risk register and reporting formats now implemented – these allow a direct link to be made between the content of reports, including performance reports, and the content of the strategic risk register (including the effectiveness of controls).

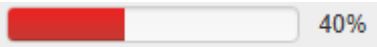
		Title and Abbreviated Description	Due Date	Ownership	Most Recent Update
3		DHSCPGAPIA20220622-4 **The IJB should receive relevant, reliable and sufficient assurances against its strategic risks especially high scoring ones (above the risk appetite to be established)**	31 Dec 2022	Chief Finance Officer	21.04.26 Revised strategic risk register and reporting arrangements now approved by IJB and being implemented. This includes implementation of risk appetite within the risk register format.
4		DHSCPGAPIA20220622-7 **Overall assessment of progress in delivering the Risk Management Action Plan is included in the Governance Action plan (40% progress as at February 2022) but the individual actions are not reported to the PAC.** Reporting should clearly set out progress against individual actions to allow for clear monitoring of the maturity assessment.	30 Nov 2022	Chief Finance Officer	21.04.26 Revised strategic risk register and reporting arrangements now approved by IJB and being implemented. New report format includes reporting against all risk management actions.
5		DHSCPGAPIA20230621-2.1 **Consideration is given to how IJB members could be involved in the development and agreement of the organisation's risk profile.** The Risk Management Strategy agreed in April 2021 states that the IJB Board is responsible for 'receipt, review and scrutiny of reports on strategic risks'. The latest risk update was provided to the May 2023 PAC meeting and noted that "target risk scores will be revisited following planned Risk Appetite sessions for the recent development work around risk appetite".	31 Dec 2023	Chief Finance Officer	21.04.26 Revised strategic risk register and reporting arrangements now approved by IJB and being implemented. This has included implementation of risk appetite into the risk register content, format and reporting templates.

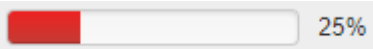
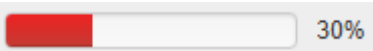
		Title and Abbreviated Description	Due Date	Ownership	Most Recent Update
		We welcome this intention and note that further work will also be required to identify how the new risk appetite will affect Strategy, decision-making prioritisation and budget setting and organisational focus, the 'so what?' question, which will be fundamental to making risk appetite real.			
6		DHSCPGAPIA20230621-2.2 **Implementation of Risk Appetite** To help implementation of the Risk Appetite to be agreed, we recommend that the IJB sets out clearly how:· risk appetite is to be taken into consideration as part of decision making· risk appetite affects	31 Dec 2023	Chief Finance Officer	21.04.26 Revised strategic risk register and reporting arrangements now approved by IJB and being implemented. This has included implementation of risk appetite into the risk management framework, risk register content, format and reporting templates.
7		DHSCPGAPIA20250618-7 **Committee papers, links to strategic risk and risk appetite** Whilst papers to the IJB and PAC include a risk section, these are not always explicitly linked to the extant strategic risk. All papers that the IJB or PAC consider should be linked to, or contributing to mitigation of, a strategic risk. Where a link cannot be made to a strategic risk then consideration should be given as to whether the IJB or PAC needs to devote time and resource to it. The IJB has committed to taking forward the Committee Assurance Principles during 2025/26 and	31 Oct 2025	Chief Finance Officer Acting Head of Strategic Services	21.04.26 Revised strategic risk register and reporting arrangements now approved by IJB and being implemented. This includes an updated IJB report format (risk assessment section) to support a focus on the impact of reports and recommendations on the content of the strategic risk register including risk appetite.

		Title and Abbreviated Description	Due Date	Ownership	Most Recent Update
		the adoption and application of these will help to ensure links to risk and performance. Example reports from ICE fieldwork include: • The financial recovery plan presented in December 2024 linked to a risk around delivering a balanced budget. However, this description doesn't appear in the strategic risk register, where the financial risks are (1) Unable to maintain IJB spend and (2) Restrictions on Public Sector Funding. • In October 2024 the IJB considered the development and implementation of the Dundee HSCP Workforce Plan 20222-2025. This report did not include a risk section on the basis that the report is for information only. However, implementation of a workforce plan links directly to mitigation of the workforce strategic risk. The IJB should consider whether the progress that was reported is, in any way, mitigating the risk and lowering the risk score.			

In progress

		Title and Abbreviated Description	Due Date	Ownership	Most Recent Update
1		DHSCPGAPAIAR20190212 **Improved hosted services arrangements** Development of improved Lead Authority Services arrangements around risk and performance management for lead authority services 85% **10% increase**	31 Oct 2020	Chief Officer Chief Finance Officer	21.04.26 Internal audit of Lead Partner arrangements is ongoing. Further actions for improvement to current governance, performance and risk management arrangements will be identified via this report.
2		DHSCPGAPEA20201124 **Regular reporting against savings and transformation proposals** Updates on the IJB's transformation programme and efficiency savings are not reported to the Board on a regular basis. The position on the achievement of savings proposals and transformation should be clearly and regularly reported to members. 80% **No change in % achieved**	31 Aug 2021	Chief Officer Chief Finance Officer Head of Service, Strategic Services	07.01.2026 Financial reporting has continued to the IJB including updates on individual savings and transformation programmes. Senior Management Team Budget Delivery Group now embedded and meeting monthly to exercise oversight of progress.

		Title and Abbreviated Description	Due Date	Ownership	Most Recent Update
3		DHSCPGAPEA20251126-01 **Services redesign to improve financial sustainability** The IJB is forecasting an operational overspend of £6 million for 2024/25 and will need to use reserves to bridge the funding gap. It is also projecting a cumulative funding gap of £52 million over the five years to 2029/20. The IJB must use its strategic commissioning role to work with partners and engage with service users to accelerate redesign through the Transformation Programme.  **5% increase**	31 Dec 2025	Chief Officer Chief Finance Officer	21.04.2026 Completion of 2026/27 budget setting process has identified further opportunities for service redesign. Early planning has commenced for 27/28 budget, including engagement with workforce to identify transformation opportunities.
4		DHSCPGAPIA20210623-6 **Compliance from Partner Bodies** There is currently no direct reporting to the IJB on its risk profile; nor direct, overt assurance on each of its strategic risks with risk monitoring occurring at the CCPG and the PAC receiving assurance on the overall system of risk management as above. Where controls sit within the partner bodies, the IJB receives only a general annual assurance through the year end processes. To further develop good governance arrangements, an IJB assurance plan could be implemented to ensure assurance on all risks is provided to the IJB, including where necessary assurances from partner organisation.	31 Dec 2021	Chief Finance Officer	21.04.26 Revised strategic risk register and reporting arrangements now approved by IJB and being implemented. Further discussions to be held with corporate bodies regarding assurance mechanisms for shared risks (which are now clearly identified within the IJB risk register format / reports).

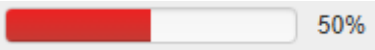
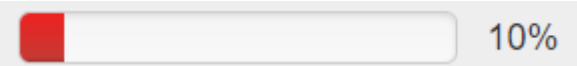
		Title and Abbreviated Description	Due Date	Ownership	Most Recent Update
		 **15% increase**			
5		DHSCPGAPIA20211124-1.1 **Revision of Integration Scheme** As set out in the Integration Scheme, 'a list of targets and measures, which relate to the non-integrated functions of the partners that will have to be taken into account by the Integration Joint Board when preparing their Strategic Plan' should be included  **No change in % achieved**	30 Jun 2022	Head of Service, Strategic Services	21.04.26 This action cannot be further progressed until the next revision of the Integration Scheme – which is the responsibility of the corporate bodies, rather than of the IJB. The next revision is due to be completed in 2027.
6		DHSCPGAPIA20211124-1.5 **Development of Strategic Plan Performance Measures – 2023/24** The IJB should monitor the work of the ISPG to ensure that it develops the new SCP in such a way it embeds meaningful performance measures which can be reported regularly to allow a conclusion on whether the SCP is being implemented effectively and is delivering the required outcomes (not just inputs or outputs). 	31 Mar 2024	Head of Service, Strategic Services	21.04.26 IJB has agreed to retain and revise the existing strategic plan. SPAG are developing proposed revisions for submission to the IJB, which will include addition of high level performance measures.

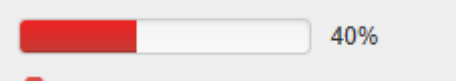
		Title and Abbreviated Description	Due Date	Ownership	Most Recent Update
		5% increase in % achieved			
7		DHSCPGAPIA20220622-5 **Clinical and care governance arrangements will feed into the formation of IJB directions** A draft Directions Policy & Procedure is being considered as an associated document with the revised Integration Scheme. We would reiterate our position that as part of any further developments in this area, consideration should be given as to how clinical and care governance arrangements will feed into the formation of IJB directions. 50% **No change in % achieved**	31 Dec 2022	Chief Officer Clinical Director	21.04.26 Review of Directions Policy was deferred to June 2026 meeting due to capacity challenges related to the 2026/27 budget setting process.
8		DHSCPGAPIA20220720-1 **Cat 1 Responder -Definition of IJB Duties** Category 1 responder resilience arrangements have not been fully and adequately incorporated into the IJBs governance structure. In addition to implementing the recommendation contained within the Internal Audit Annual Report 2020/21 (Action Point 3) relating to the PAC, it should be ensured that the duties of the IJB are fully defined. 50% **No change in % achieved**	31 Oct 2022	Head of Service, Strategic Services Head of Health and Community Care	7.01.26 IJB Standing Orders due to be updated in early 2026 where information about duties of the IJB as Cat 1 responder will be reflected as appropriate.

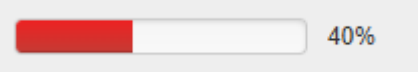
		Title and Abbreviated Description	Due Date	Ownership	Most Recent Update
9		DHSCPGAPIA20230130-1 **Sustainability of Primary Care - assurance from lead partner** Angus IJB, as the lead partner for primary care, should provide assurance to Dundee IJB regarding progress against the audit recommendations and management actions arising from the Internal Audit of the Sustainability of Primary Care. 10% **No change in % achieved**	31 Mar 2023	Head of Health and Community Care	21.04.26 Request made to Angus Chief Officer and report scheduled for June IJB meeting.
10		DHSCPGAPIA20230621-1 **Sustainability - Delivering the IJB's strategic and commissioning priorities within the budget and resources that it has available will be a significant challenge.** Delivering the IJB's strategic and commissioning priorities within the budget and resources that it has available will be a significant challenge. In these circumstances monitoring of the implementation of the SCF and of the development and then implementation of the supporting documents including the Annual Delivery Plan, Resource Framework, Workforce Plan and Performance Framework will be fundamental. Management should clearly set out how the IJB will receive assurance, including assurance over transformation. Reporting on implementation of Strategy and financial monitoring	31 Dec 2023	Chief Finance Officer	21.04.26 IJB has agreed to retain and revise the existing strategic plan. SPAG are developing proposed revisions for submission to the IJB, which will include recommendations regarding rationalization / prioritization of strategic shifts to reflect available resources.

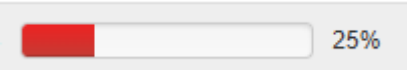
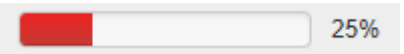
		Title and Abbreviated Description	Due Date	Ownership	Most Recent Update
		should have a clear focus on the success of transformational projects i.e. what has changed and how services are better delivered, with savings achieved, as a result of transformation.  **No change in % achieved**			
11		DHSCPGAPIA20230927-1.1 **Viability of External Providers - Financial Monitoring Process** It is recommended that the Monitoring and Review Protocol is enhanced to include a clear escalation process in the event that financial sustainability of a Care Provider is deemed to be at risk. This should include thresholds for each of the ratios considered in the financial monitoring template which would trigger escalation for enhanced monitoring, or other appropriate action, to ensure a consistent approach is taken.To ensure sufficiently regular financial monitoring of annual accounts is conducted for each provider, a review should be performed at least annually, including ensuring that a copy of the Care Provider's recent annual accounts is held. Overall assurance against this risk should then be reported to a pertinent Committee, or the IJB itself, and could include KPI reporting relating to the financial sustainability ratios.	31 Dec 2023	Head of Service, Strategic Services	21.04.26 This work has not progressed further at this time due to competing pressures and priorities for the relevant officers / teams.

		Title and Abbreviated Description	Due Date	Ownership	Most Recent Update
		 **No change in % achieved**			
12		DHSCPGAPIA20240131-1.1 **Operational Planning - Development of operational plans** All transformation boards should articulate the pathway towards the development of their underpinning operational plan, and report on its progress to a relevant governance group.  **No change in % achieved**	30 Sept 2024	Chief Finance Officer Head of Service, Strategic Services	21.04.26 This work has not progressed further at this time due to competing pressures and priorities for the relevant officers / teams associated with 2026/27 budget setting.
13		DHSCPGAPIA20240131-2.1 **Operational Planning - Review of Terms of Reference** Terms of reference for governance and management groups and committees should specify the review period, generally annually, and Terms of Reference should be updated if necessary. This should, at a minimum, require that the remit of groups is reviewed each time the Strategic Commissioning Plan, or relevant strategic objectives, are updated.	30 June 2024	Chief Finance Officer Head of Service, Strategic Services	21.04.26 This continues to be added to terms of reference as they are reviewed. For example, the SPAG Terms of Reference have been updated and the first annual review has taken place.

		Title and Abbreviated Description	Due Date	Ownership	Most Recent Update
		 **25 % increase**			
14		DHSCPGAPIA20240131-3.1 **Operational Planning - project management arrangements** The HSCP should outline the circumstances in which it is considered appropriate that formal project management is applied, and the minimum set of controls that should be applied. The complexity of the arrangements for delivery of the Strategic Commissioning Plan, and its underpinning delivery plans and programmes of transformation, is such that it may be appropriate to adopt a principles based approach.  **No change in % achieved**	30 June 2024	Chief Finance Officer Head of Service, Strategic Services	21.08.25 No further progress at this time. It should be noted that the HSCP delegated workforce does not include corporate project management capacity. Some specific areas of work have dedicated project managers aligned to improvement work, for example unscheduled care.
15		DHSCPGAPIA20240131-4.1 **Operational Planning - alignment to strategic plan** The HSCP has committed to the development of a revised set of Strategic Plan performance measures throughout 2023/24.Groups responsible for the implementation of delivery plans and supporting performance management frameworks should take cognisance of this work, and in developing their own suites of performance measures, should:	30 June 2024	Chief Finance Officer Head of Service, Strategic Services	21.04.26 Review of Carers Strategy now complete and Mental Health and Wellbeing Strategy ongoing, both of which have included improved alignment to the overall IJB strategic plan.

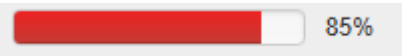
		Title and Abbreviated Description	Due Date	Ownership	Most Recent Update
		• Align the objectives of their implementation plans to the performance measures identified for the Strategic Plan, where it makes sense to do so • Consider other workstreams within delivery plans that contribute to the same objectives, and the relative impact. Measurement of indicators and their reporting should account for the situation where indicators at a service level are improving, while deteriorating for the HSCP as a whole, or vice versa.  **No change in % achieved**			
16		DHSCPGAPIA20240619-2 **Resource Framework and Annual Delivery Plans** A firm timeline for prioritised completion of the resource and performance frameworks and an Annual Delivery Plan should be put in place. These documents are key to DIJB achieving financial sustainability over the coming years and will need to demonstrate areas of investment and disinvestment. DIJB should ensure that updates on progress are given at each meeting until the documents are presented for approval.  **No change in % achieved**	31 Oct 2024	Head of Service, Strategic Services	21.04.2026 Following completion of 2026/27 budget setting the delivery plan is now being updated for the year. It is anticipated that this will be completed in May 2026. The IJB has now agreed to retain and revise the strategic plan, which is due to be submitted in June 2026. This will then allow the resource and performance frameworks to be completed by October 2026.

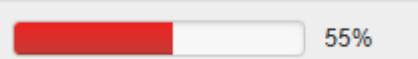
		Title and Abbreviated Description	Due Date	Ownership	Most Recent Update
17		DHSCPGAPIA20240619-3 **Terms of reference for PAC** The Annual Report of the PAC should conclude on the adequacy and effectiveness of its work and provide assurance that it has fulfilled its remit during the year under review.  **No change in % achieved**	31 Aug 2024	Chief Finance Officer	7.01.2026 Next annual assurance report has been scheduled on the IJB planner for August 2026 and note has been added regarding assurance language to be incorporated within the report format.
18		DHSCPGAPIA20240619-4 **Register of Interests and Statutory Information** A document control front sheet should be included with each statutory document, clearly showing the latest date of review and the version number.  **20% increase**	31 Aug 2024	Chief Finance Officer	21.04.2026 Document control tables added to Financial Regulations and the Scheme of Delegation (December 2026). The Register of Member Interests was last published for 2024. Work has started to revise and publish this again as soon as possible and thereafter on an annual basis.
19		DHSCPGAPIA20240619-5 **PAC and Strategic Risk Register** In relation to the Strategic Risk Annual Report, the PAC should receive, review and then endorse this for onward submission to DIJB.	31 May 2025	Chief Finance Officer, Head of Service, Strategic Services	21.04.26 Noted – future annual reports will go to PAC then to IJB. This is not due until February 2027, following the review and replacement of the previous risk register in early 2026.

		Title and Abbreviated Description	Due Date	Ownership	Most Recent Update
		 **No change in % achieved**			
20		DHSCPGAPIA20240619-6 **Directions** A monitoring process for directions should be implemented, including requesting progress reports from the partners as required.  **No change in % achieved**	31 May 2025	Chief Finance Officer	21.04.2026 Assurance report regarding implementation of Directions commenced to PAC in May 2025. This will now take place on an annual basis and has been reflected in the IJB Report Planner. Arrangements for ongoing monitoring throughout the year to inform the annual overview report are being finalized via a review of the Directions Policy (due to be submitted to the IJB in June 2026).
21		DHSCPGAPIA20240619-9 **Assurance Principles** We recommend DIJB formally considers FTF's Assurance Principles and adopts these for use across the governance groups of Dundee City IJB. These will provide the clarity around the use of assurance levels that are used by the NHS Tayside Clinical Governance Committee**.**  **No change in % achieved**	31 Oct 2024	Chief Finance Officer	8.01.2026 Recommendation to be reviewed as part of 25/26 updated Internal Control Evaluation and IA Annual Report, to consider any impact of changes from PSIAS to GIAS, as well as refreshed IJB Risk Register.

		Title and Abbreviated Description	Due Date	Ownership	Most Recent Update
22		DHSCPGAPIA20250129-1 **Workforce - modelling future service demand and workforce requirements** The HSCP has not yet developed an approach to modelling Service demand to a level of detail which supports effective planning for future workforce requirements. In the absence of an understanding of the way in which future workforce requirements are likely to develop, there is a risk that workforce planning interventions may not be applied in the areas of highest risk. While there are a number of actions related to understanding Service demand and modelling staff requirement reflected in the Workforce Planning action plan, these are expressed as open ended ambitions and, as a consequence, it is difficult to gain assurance over the extent to which progress has been made towards implementation. Audit Recommendation: The Workforce Planning subgroup should establish an approach to modelling future service demand and therefore workforce requirements which can be implemented within its currently available resources. This approach should be predicated on the basis of data already available and documented assumptions where data is not available. SMART Actions within the action plan should be refined such that they set out specific deliverables which can be used to update and refine the initial assessment of future service demand, ideally with expected timescales.	30 Apr 2025	Head of Service, Strategic Services Head of Health and Community Care Lead Officer, Quality Data and Intelligence	21.04.26 No further progress has been made at this time.

		Title and Abbreviated Description	Due Date	Ownership	Most Recent Update
		 **No change in % achieved**			
23		DHSCPGAPIA20250129-5 **Workforce - workforce planning group reporting** There is no clear and explicit link between the information which is formally reported to the Workforce Planning Group and relevant risks and controls. As such, the reporting does not provide assurance over the effectiveness of arrangements to mitigate workforce risks.  **15% increase**	31 Mar 2025	Head of Service, Strategic Services Head of Health and Community Care	21.04.26 Workforce risk is included in the revised IJB strategic risk register and will facilitate future reporting regarding mitigating controls.
24		DHSCPGAPIA20250618-2 **Budget planning** Budget monitoring reports, identifying significant variances, are provided to each IJB meeting. Overspends are reported in almost every delegated services, and a financial recovery plan had to be put in place after Q1 in 2024/25. It could be helpful to examine initial planning assumptions to establish whether the adverse variances can be attributed to these. Lessons learned from previous years experiences should be built into the financial planning process for future years.	31 Aug 2025	Chief Finance Officer	21.04.26 Lessons learned from 2026/27 have been discussed by the Core Management Team and incorporated into timelines and plans for budget planning for 2027/28.

		Title and Abbreviated Description	Due Date	Ownership	Most Recent Update
		 **10% increase**			
25		DHSCPGAPIA20250618-5 **Fraud assurances to PAC** The Terms of Reference (ToR) for the PAC were updated in December 2023 to reflect their responsibility for the core areas of counter fraud and corruption. The remit of the PAC now includes "to receive assurances that effective counter fraud arrangements are in place within the partner bodies governance arrangements." No specific assurances have been presented to the PAC since update to the ToR.  **No change in % achieved**	31 Dec 2025	Chief Finance Officer	7.01.26 Assurance report to IJB scheduled on report tracker for August 2026.
26		DHSCPGAPIA20250618-9 **Information governance assurances** The revised Integration Scheme, section 11, covers information sharing and data handling. Para 11.1 – The Parties…. will adhere to the Information Sharing ProtocolPara 11.3 – The Data Protection Officers of NHST, DCC and the IJB…. will meet annually, or more frequently if required, to review the Information	31 Oct 2025	Acting Head of Strategic Services	7.01.2026 Information Governance Assurance Report scheduled on IJB Report Tracker for June 2026.

		Title and Abbreviated Description	Due Date	Ownership	Most Recent Update
		Sharing Protocol and will provide a report detailing recommendations for amendments, for the consideration of the IJB, the Council and NHST.A draft Information Sharing Agreement with NHST and DCC was provided to us during our Annual Report work in June 2024. This was dated 2019 and we were informed that this was to be revisited to ensure it was signed by all parties and finalised. This has not come before the IJB yet, neither has an annual report been provided. The IJB was sighted on GDPR regulations in October 2018 (DIJB54-2018) but no formal assurances from the partners have been received since. We have previously commented that the IJB should receive assurance that its strategies and statutory responsibilities are supported by the asset and IT strategies and information governance arrangements of its partners and that these are appropriately prioritised, resourced, and monitored, as an important enabler for the delivery of genuine transformation. The outstanding resource framework to support the Strategic Commissioning Framework is intended to include digital.  **No change in % achieved**			

		Title and Abbreviated Description	Due Date	Ownership	Most Recent Update
27		DHSCPGAPIA20250618-10 **Consolidated transformation reporting and results** Partnership working to transform services into a sustainable operating model is recognised as the way to deal with the ever-increasing demand for services and to improve outcomes for people. Consolidated transformation programme updates were to be provided to the IJB, but this has not progressed. We have been informed that this is in the pipeline and will be a focus in 2025/26, with reliance on the partners making transformations. 75% **No change in % achieved**	31 Dec 2025	Chief Finance Officer	7.01.2026 Regular financial monitoring reports have been enhanced to provide progress with savings delivery. Specific service Transformation reports are presented as regularly as possible. Ongoing emphasis on transformation and financial sustainability continues to be the priority for senior leadership team and budget delivery group.
28		DHSCPGAPIA20250618-11 **Control document for suite of governance documents** We previously made recommendations about updating statutory documents and including a document control form to evidence update and review on a regular basis. DIJB has been working through the revision to documents such as financial regulations, standing orders etc. These have been updated at various times. To ensure that the IJB is given assurance that these are subject to regular review and kept current, a control document that would allow review of the 'suite' at a glance might be appropriate.	31 Dec 2025	Chief Finance Officer	21.04.2026 Whilst individual governance documents have been updated with version control tables, a consolidated control document is yet to be developed. This will be progressed over the next reporting period.

		Title and Abbreviated Description	Due Date	Ownership	Most Recent Update
		0% **No change in % achieved**			

New Actions (including initial update)

		Title and Description	Due Date	Ownership	Initial Update
		None during this reporting period.			