

PERTH & KINROSS IJB
TRANSFORMING GOVERNANCE ACTION PLAN

Appendix 1

ISSUE	AREA FOR DEVELOPMENT	ACTION	SRO	DATE	UPDATE
1.	OUR GOVERNANCE FRAMEWORK: Formally establish and articulate the overall governance framework that supports the relationship with PKC and NHST and provide training and development for members and officers to ensure that roles, responsibilities within the framework are understood.	Meeting with Lesley McLay/Bernadette Malone. Thereafter draft governance agreement for sign up by both. Create a standard learning and development session on IJB Governance that can be used widely.	CO/CFO	July 2017	Paper on IJB Governance approved by NHST Audit Committee providing NHST support to two models of governance in NHST. Discussions now required between NHST and PKC to ensure fully agreed model of governance and accountability in place for P&K IJB. AGENDA ITEM: GOVERNANCE & ASSURANCE NEXT STEPS
2.	DEVELOPING OUR CULTURE AND IDENTITY: Develop a shared culture and identity based on a shared vision across the whole team of the future shape of health and social care across Perth & Kinross.	EMT dedicated session with Helen Mackinnon to consider recommendations of participation and engagement sub-group around branding and identity in first instance.	CO	July 2017	A logo has been approved by the IJB who asked that a strap line be added. Approved by the IJB in January 2018.
3.	RISK MANAGEMENT IN PRACTICE: establish clear protocols for risk management at both Strategic and Operational level that are consistent with the agreed Governance Framework, with a focus on clinical and care risk in the first instance.	Following establishment of clear principles of governance and learning for EMT, set up risk management workshop with external facilitation and including PKC and NHST colleagues.	CFO	Nov 2017	Delayed pending formalisation of governance framework (see 1 above) Specific work to be done across Mental Health – currently under discussion with a target date for completion to be agreed. AGENDA ITEM: RISK MANAGEMENT
4.	OUR STRATEGIC PLANNING GROUP: Clarify and strengthen role of Strategic Planning Group, ensuring links to localities and care group strategies.	Review how Strategic Planning groups are operating across other IJBs across Tayside and beyond. Thereafter review the role, remit and membership and consider alignment to EMT	CO	Aug 2017	High level Strategic Planning group still in existence though has not met for some time. Chief officer and Executive management team have recognised the need to form a Strategic Delivery group .

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5.	LEADERSHIP CAPACITY: Review the organisational structure of the partnership team to ensure sufficient leadership and strategic planning capacity which takes account of our responsibility for significant hosted services.	Undertake a needs assessment and thereon identify revised organisational structure for approval by partners/IJB.	CO	Aug 2017	Draft 2018/19 Budget contains proposal to add two key posts to HSCP Organisational Structure (Strategic Planning Lead and Head of Performance and Business Planning). Job Descriptions currently being drafted. AGENDA ITEM: RESOURCES TO SUPPORT MENTAL HEALTH
6.	CLINICAL LEADERSHIP AND ENGAGEMENT: Develop and implement a model for clinical and leadership across services that embeds medical staff at the heart of redesign.	In line with the Strategic Delivery Plan, consider the key priority areas for medical involvement/leadership and thereon consider the arrangements that will best support the Clinical Director to ensure full and effective engagement.	CD	Aug 2017	Draft 2018/19 Budget contains proposal to increase Clinical Director Capacity and provide a supporting infrastructure. Discussions ongoing with NHST Medical Director regarding Medical Leadership model and ensuring that IJB Clinical Directors key leadership role is understood and appropriately dovetailed with wider NHST Medical leadership Model to ensure clear lines of accountability and responsibility for decision making. Clinical leadership forum has now been established for development of PKHSCP Clinical Strategy and Mental Health Community.
7.	MEANINGFUL ENGAGEMENT WITH COMMUNITIES: Review the basis on which the partnership are engaging with communities ensuring that there is a clear process and that we are actively encouraging active participation of service users, carers and communities in the redesign of services.	Process for signing off stakeholder engagement plans to come forward to Transformation Board	Heads of Service/ Helen Mackinnon	Aug 2017	

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8.	<p>A FOCUS ON DELIVERY: Develop a three year Strategic Delivery Action Plan with timescales and agreed SRO's against agreed actions with clear alignment to the Performance Management Framework.</p> <p>A locality development planning workshop to be held in September with GP involvements to agree clear milestones for future development and alignment to work of Community Planning Partnerships.</p>	<p>Workshop session planned for 6/7 July 2017. 17/18 Project Plan to be key output.</p> <p>Locality Development Workshop session to be held September 2017</p>	<p>EMT</p> <p>Heads of Service/ Clinical Director</p>	<p>Aug 2017</p> <p>Sept 2017</p>	
9.	<p>MANAGING THE BUSINESS: Review the role, remit and membership of all of our key groups (EMT, COG, Transformation Board etc) to ensure that there are robust forums to support ongoing planning of future services as well as appropriate and effective mechanisms to oversee operational delivery of services.</p>	<p>Head of Legal Services (PKC) to facilitate a planning session to review and refresh role and remits of key group to ensure clear linkages, routes and accountabilities.</p>	EMT	Aug 2017	<p>In advance of a wider workshop, a straw man proposal has been developed and discussed with EMT. This will now be taken into the wider workshop session being arranged for October.</p> <p>AGENDA: GOVERNANCE & ASSURANCE NEXT STEPS</p>
10.	<p>LARGE HOPITAL SET ASIDE: Working with NHST, establish robust planning arrangements for large hospital services that ensure that we are leading on the design of future models of care across devolved hospital and community services and unscheduled care across the PRI site.</p>	<p>Role remit and membership of PRI Review Group to be formally agreed along with strategic planning process, key touch points and outputs.</p>	EMT	July 2017	<p>PRI Clinical Strategy Group meeting weekly which seeks to develop clinical model for unscheduled care across medical beds at PRI and within Community Hospitals.</p>

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11.	HOSTED SERVICES: Working with other IJB's, ensure mechanisms are in place to ensure that each IJB is effectively and appropriately involved in developing major transformational change plans and ensure regular sharing of information in relation to all hosted services.	Hosted Services Strategic Planning Event to be set up in September to review each hosted service, emerging strategic and operational issues and next steps.	EMT	Dec 2017	Significant work undertaken to establish clear and appropriate governance route for agreement of new model of care for IP GAP and LD which are hosted by PKIJB. Significant learning from this which will now be fed into review of risk management. AGENDA ITEM : RISK MANAGEMENT
12.	EFFECTIVE CORPORATE SUPPORT ARRANGEMENTS: Review the effectiveness of corporate support arrangements and develop a draft improvement plan and mechanism for ongoing discussion with both parent bodies.	Internal Audit Review to be undertaken.	CIA/CO	Aug 2017	Discussion planned with Chief Internal Auditor to focus IA resource to support the development of a needs analysis with full EMT.
13.	OUR BOARD MEMBERS: Work with the Chair of the IJB to establish a training and development plan for Board members that recognises the needs of the individuals as well s the Board as a whole.	Options for assessing training development needs to be pulled together for meeting with Chair and Vice Chair	CHAIR/ CO	Mar 2018	Initial need identified around governance framework of IJB and accountability and responsibilities. This has been delayed pending formalisation of governance framework (see 1 above). AGENDA ITEM: GOVERNANCE & ASSURANCE NEXT STEPS
14.	A SYSTEMATIC APPROACH TO PERFORMANCE MANAGEMENT: Develop and implement a performance monitoring system that provides EMT with regular, robust management information on performance against agreed strategic performance indicators and	Leadership arrangements around performance to be agreed. Interim support to set up reporting system to be identified.	CO	Aug 2017	2018/19 Draft Budget contains proposal to create Head of Performance and Business Planning. Job Description currently being developed. Discussions have almost concluded with PKC around the development of a Partnership Integrated Business Support and Performance Function.

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	other supporting performance measures that ensures appropriate and effective scrutiny and review against agreed targets.				
15.	SETTING CLEAR OBJECTIVES FOR THE TEAM: Ensure that annual objectives are set for each member of the partnership team that align with agreed strategic transformation and other priorities.	Objectives to be set for all EMT and direct reports by end of July.	CO	July 2017	Draft objectives prepared and being discussed.
16.	DELIVERING FINANCIAL SUSTAINABILITY: Work with NHST to consider the sufficiency of the GP Prescribing budget as part of our overall ambition to deliver sustainable future services.	Meeting to take place with CO/DOF NHST in July	CFO	Aug 2017	Meeting with NHST/PKC has not yet taken place. The 3 risk sharing arrangements will end after 2018/19. Early discussions are essential in 2018/19 with PKC and NHST to agree risk sharing arrangements moving forward in relation to this specific budget.
	Develop a three year financial strategy aligned to the Strategic Delivery Plan that sets out the detailed investment and disinvestment plans that supports future financial sustainability.	Fully cost Strategic Delivery Plan and link to existing and emerging savings proposals to set out three year financial plan.		Dec 2017	Whilst a Strategic Delivery Plan has not yet been developed, the 3 Year Draft Financial Plan contains a number of key investment and disinvestment proposals that are directly driven by the IJB's Strategic Plan Commitments.
	Work with NHST and PKC to develop principles to underpin an aligned approach to budget setting from 18/19.	Input proactively to PKC Budget Setting Process and planned changes to approach for 18/19. In		Aug 2017	Complete. A fully joined up budget setting process has been taken forward across health and social care budgets. However there are a number of lessons to be learned and a next

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	Working with NHST and PKC ensure that the partnership's approach financial planning effectively supports the budget setting process sin both parent bodies.	parallel feed into NHST Budget planning Group Joint SMT workshop to determine cornerstones f a joint approach to budget setting.		Aug 2017	steps 'Budget Setting 2018/19 and beyond' will come forward at the next meeting of the A&P Committee and will take account of feedback from IJB BRG. Complete. All necessary timescales met in full in the financial planning process for 2018/19 with full sharing of detailed financial plans with each parent body as appropriate.
17.	CLINICAL CARE & GOVERNANCE: Review Domain subgroups and identify SRO's for key programmes of work. Review required during 17/18 of CCGF and continuing health and LA quality groups to develop clear link and routes for escalation.	Recommendations from Chief Social Worker/Clinical director to come forward to Chief Officer.	CD/ Chief Social Work Officer.	Aug 2017	Initial review of Clinical and Care Governance Programme has been completed by Clinical Director and Partnership Clinical Care Professional Governance Forum. Agreed annual reporting process for each service.