

PERTH & KINROSS INTEGRATION JOINT BOARD

Overall Action Ref	Internal or External	Report Type	Financial Year	Report Action Ref	Context / Recommendation	Action	All Leads	To be completed by	Status	Days overdue	Latest Update
24	Internal	Annual Report	2017-18	2	The Executive Management Team has replaced the Transformation Board as the key forum to oversee development and implementation of the service redesign required to deliver Strategic Plan objectives. We have been informed that the 3 year Financial plan which is planned for September 2018 will clearly set out by Care Programme the Transformation Proposals and financial implications. This will sit alongside Strategic Delivery Plans for each Care Group which will link transformation plans to strategic objectives and thus provide an overall picture.	Each of the Strategic Boards will have the responsibility for the development of a three year plan that ensures delivery of objectives.	HSCP Executive Management Team	31/03/19	Overdue	610 days	A report will come to the IJB meeting in December 2020. The report will identify the approach being taken along with the actions and will supersede this action.
34	Internal	Annual Report	2018-19	2	The IJB should be provided with assurance that sufficient capacity and organisational structure is in place to support the planned work.	Consideration to be given to allocating Corporate Support resources and capacity and the provision of greater clarity and accountability through restructure.	Chief Officer	31/03/20	Overdue	244 days	The Chief Officer has developed a proposal for the creation of a Head of Strategic Planning and Performance post which he is due to discuss with both Chief Executives.
39	Internal	Annual Report	2018-19	7	It is not clear how P&K IJB will receive assurance on services hosted by the other two Tayside IJBs as they relate to its citizens. We have recommended that risk & performance management arrangements should be included in any further work on the implementation of the Hosted Services Memorandum of Understanding.	A schedule of reporting on services hosted by Dundee and Angus IJB's will be agreed with the Chair/Vice Chair.	Chief Officer	30/06/19	Complete	-	The 6 monthly (April – September 2020) report includes a section on hosted services that the partnership has responsibility for. This will be expanded to include services hosted by Angus and Dundee IJBs moving forward.
41	Internal	Strategic Planning PK05/18 (Inc. PK06/18)	2018-19	1	a) The Strategic Plan should be completed identifying key objectives and priorities consistent with the workforce development plans, financial sustainability planning operation plans and ehealth capacity. b) As the national Strategic Commissioning Plan Guidance section 37 requires that the views of the Strategic Planning Group are taken into account in the review of the strategic commissioning plan, sufficient time should be provided to stakeholders for engagement including the SPG and the PK IJB. c) SPG minutes of meetings should be available on the HSCP shared information site to evidence the group's input.	<ul style="list-style-type: none"> Strategic Plan to be completed - <i>Complete</i> Strategic Planning Group to be taken into account in reviewing the Strategic Plan with sufficient engagement with this group having taken place. Strategic Planning Group minutes of meetings to be available on HSCP Share information site to evidence input into the Strategic Plan. 	Chief Officer	30/09/19	Part Complete	-	The P&K IJB Strategic Commissioning plan has now been published. The Strategic Planning Group is being re-established with a review of the role, remit, membership etc underway, along with learning from best practice across other partnerships. It is expected that the initial meeting of the refreshed group will take place in December.
43	External	Annual Report	2018/19	1	Budget Setting: The Core Health and Social Care budget for 2019-20 was approved on 15 February 2019, prior to the start of the following financial year as required. The GP Prescribing and Other Hosted Services budget was approved in June 2019, three months after the start of the financial year. At the time of	All budgets should be discussed and approved prior to the start of the financial year - <i>Complete</i> As a financial management tool, it is important that the financial plan includes the use of reserves and associated expenditure.	Chief Financial Officer	31/3/20	Part Complete	244 days	The PKIJB 3 Year Financial Recovery Plan and associated budget was approved by the IJB in March 2020 and this included all delegated services. We are working with CFO Colleagues and PKC Financial Colleagues in Tayside to establish an effective

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					<p>this report, the Adult Mental Health budget has yet to be approved, for it to be discussed at the Board meeting in September 2019. This is six months for the start of the financial year.</p> <p>There is a risk that members and management are unable to respond to financial pressures in a timeous manner. We recognise that the IJB is reliant on the financial reporting of PKC and NHS Tayside.</p> <p>Furthermore, the budgets in their current form do not incorporate the use of reserves and associated expenditure. As the IJB increases the use of reserves, there is a risk that the information provided to the Board does not give a clear picture of income and associated expenditure.</p>						mechanism for incorporating the use of reserves into the budget setting process.
45	External	Annual Report	2018/19	3	<p>Strategic and corporate planning capacity: Although management understand the importance of having a strategic plan in place, there have been significant delays to the preparation of the plan mainly due to lack of capacity within the organisation.</p> <p>We note that the IJB is currently developing a workforce plan. The plan was due by 31 March 2019 however, from the review of the June 2019 risk register; we note that the issue is now overdue.</p> <p>Continued changes in IJB membership reduce the level of experience and ability of members to adequately consider, challenge and support management proposals. In this context, the importance of officer capacity is enhanced.</p>	The Chief Officer should address key gaps to provide sufficient officer capacity in respect of strategic and corporate planning in order to ensure the IJBs effectiveness.	Chief Officer	31/3/20	Complete (Superseded by 58)	-	<p>The wider organisational restructure has been delayed due to the global pandemic. However, the demands of the pandemic have also further highlighted the need for an enhanced corporate and strategic planning capacity. We are actively considering how we address and resource this, without awaiting a full restructure.</p> <p>In particular there has been a review of Corporate Service Manager Capacity and re-alignment of portfolios to maximise effectiveness. In addition substantial work has been ongoing to review the Partnership Improvement Plan and identify key capacity gaps with options due to be considered by EMT in the first instance by the end of September 2020.</p> <p>A significant piece of work was undertaken during phase 1 of COVID-19. The workforce supported the response by responding in new and different ways. The HSCP is undertaking a review of the current position to develop a 3 year workforce plan which will be aligned with our Strategic Commissioning and mobilisation Plans. An initial draft will be completed by 14th September and will underpin our workforce plan which will be submitted to IJB in February 2021.</p>
56	External	Annual Report	2019/20	1	Achievement of reserves strategy: The budget should reflect the intentions of management to build reserves in line with its reserves strategy, which will also require significant discussion and planning with its partner bodies.	The IJB and its partners should work towards developing a plan to achieve the reserves outlined in its strategy.	Chief Financial Officer	31/3/21	Not yet due	-	
57	External	Annual Report	2019/20	2	Risk sharing agreement: The integration scheme states that any overspend incurred from 2018-19 onwards may be allocated on a proportionate basis of each partners contribution to the IJB. For 2019-20, there has not yet been any formal agreement between	Partners are requested to formally agree the approach for overspends on an annual basis in advance of the financial year on which agreement is sought.	Chief Officer	31/3/21	Complete	-	The Chief Officer, along with the other Tayside IJBs, has formally requested that the review of IJB's Risk Sharing Arrangements is a formal part of the imminent review of the IJB's Integration Scheme.

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					partners on how any overspend may be shared and we understand discussions have been limited. We consider best practice to be a formal documentation of the agreement, which will assist in the partners approach to budgeting. It is generally recognised that proportionate risk sharing facilitates effective integration. This recommendation is unchanged from 2018-19, but we note that there is a planned refresh of the integration scheme which may result in a change in respect of risk sharing.	Consistency of approach, and consideration of third party guidance should be included as part of the agreement					
58	External	Annual Report	2019/20	3	Strategic and corporate planning capacity: Although management understand the importance of having a strategic plan in place, there have been significant delays to the preparation of the plan mainly due to lack of capacity within the organisation. We also note that the IJB is currently developing a workforce plan. The revised deadline was 31 March 2019 having been deferred on several occasions. However, from discussion with management in September 2020, this continues to not be achieved. Continued changes in IJB membership reduce the level of experience and ability of members to adequately consider, challenge and support management proposals. In this context, the importance of officer capacity is enhanced. In addition, it was indicated as part of our 2018-19 work that the Chief Officer would undertake a review of current leadership and management arrangements in 2019, however, this has also been delayed. This recommendation is unchanged from 2018-19.	Management should: <ul style="list-style-type: none"> Complete its planned review of current leadership and management arrangements to ensure sufficient strategic planning capacity.; and Prepare a workforce plan. 	Chief Officer	31/3/21	Not yet due	-	The wider organisational restructure has been delayed due to the global pandemic. However, the demands of the pandemic have also further highlighted the need for an enhanced corporate and strategic planning capacity. We are actively considering how we address and resource this, without awaiting a full restructure. The Chief Officer has developed a proposal for the creation of a Head of Strategic Planning and Performance post which he is due to discuss with both Chief Executives. The IJB is undertaking a review of the current position to develop a 3 year workforce plan which will be aligned with our Strategic Commissioning and mobilisation Plans. An initial draft will be completed by 14th September and will underpin our workforce plan which will be submitted to IJB in February 2021.
59	External	Annual Report	2019/20	4	Membership of the Board: The appointment of voting members is the responsibility of the partner bodies. In our previous two annual audit reports, we have commented on significant changes in voting members, and the importance of maintaining voting members on the Board who build up experience in respect of the IJB. We identified that only three members of the Board had held positions continuously throughout the year. This significantly reduces the ability of voting members to challenge, scrutinise and make long-term consistent planning and strategic decisions. We also consider that the resources utilised by management to train new voting	Management should discuss appointment of voting members with partners, in order to enhance consistency of membership. This will support effective integration of services which is the ultimate goal of the IJB	Chief Officer	31/3/21	Not yet due	-	

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					members are effective, but that delivery of induction training on numerous occasions throughout the year is not sustainable.						
60	Internal	Performance Management and Reporting	2019/20	1	<p>Performance national indicators are available at Locality level and work is underway as part of the performance framework to report on this regularly.</p> <p>Locality health and social care staff reported a need for more current operational data at Locality level. Clients' health data and service provision were not available to view within one system. To compensate for this, information was updated manually in Locality offices at GP practices where co-located integrated Teams were based.</p> <p>Locality Managers' operational work included daily work-arounds to manage case-loads across different boundary areas of Council care and Tayside Health specialities as boundaries do not always match up.</p>	<p>Planned expansion of performance measurement and reporting at Locality level would be beneficial to local teams and operational management.</p> <p>There is a difference between operational information need requested by Localities and performance reporting, However the link between these information strands is noted. Locality planning may document key challenges and risks to delivery</p>	Chief Financial Officer	31/12/20	Not yet due	-	<p>The Executive Management Team have approved the Performance Framework. This document sets out the need for Locality reporting and this is already established with the Clinical Care and Professional Governance Forum.</p> <p>Work is continuing to implement the performance framework. Embedding Locality reporting within core performance management and reporting is an integral part of that process</p>