

## PERTH &amp; 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	167 days	The IJB approved a proposal that we move to a number of Strategy Groups rather than Programme Boards, with the intention that these develop strategy documents and action plans in relation to particular care groups. These are at different stages of development, this having been interrupted by the Covid-19 outbreak. The intention is to progress this work and present a term of reference to the IJB, as requested.
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	167 days	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.
38	Internal	Annual Report	2018-19	6	We would recommend a clearer link between the organisation's highest financial and strategic risks and reporting received. Whilst not recorded as a strategic risk to the organisation at the time of our report, Inpatient Mental Health Services clearly represents a complex challenge to the organisation but has not featured prominently in the business of the IJB and A&PC during 2018/19.	A schedule of reporting on Inpatient Mental Health Services to the IJB will be developed and agreed with the Chair/Vice Chair. Strategic Risk concerning Inpatient Mental Health to be developed and updated on IJB's Strategic Risk Register.	Chief Officer	30/06/19	Complete	-	The operational responsibility for inpatient mental health services has been transferred to the new Director for MH Services in NHS Tayside. It is not intended that this service risks will be included in the HSCP Risk Register, nor now report to the Clinical and Care Governance Forum. There have been two Strategic Risk Workshops on MH held to redefine the strategic risks and these will be retained by NHST in the context of their Risk Register.
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	Overdue	442 days	This has yet to be progressed and will be considered more fully in the imminent review of the Integration Schemes.
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	<ul style="list-style-type: none"> <li>Strategic Plan to be completed.</li> <li>Strategic Planning Group to be taken into account in reviewing the Strategic Plan with sufficient engagement with this group having taken place.</li> <li>Strategic Planning Group minutes of meetings to be available on HSCP Share</li> </ul>	Chief Officer	30/09/19	Overdue	140 days	The P&K IJB Strategic Commissioning plan was agreed at the December 17 2019 IJB. During July 2019 we undertook comprehensive engagement with the people who live in Perth & Kinross to better inform the content and priorities which will be core to the new Strategic Commissioning Plan. The need to revitalise the SPG and have it meet more regularly and function more effectively is recognised, however, work on this has been delayed due to the priority given to responding to the global pandemic.

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					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.	information site to evidence input into the Strategic Plan.					HSCP Sharepoint site currently being reviewed but SPG minutes will be regularly uploaded here.
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 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. 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. 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.	All budgets should be discussed and approved prior to the start of the financial year. 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	167 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 mechanism for incorporating the use of reserves into the budget setting process.
45	External	Annual Report	2018/19	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 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. 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.	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	Overdue	167 days	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. 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. 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

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											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.
46	Internal	Risk Maturity Assessment PK04/18	2019/20	-	A SMART action plan overtly addressing all the issues identified within this Risk Maturity Assessment should be prepared, taking into account available resources and the management time that will be required to remediate the other governance issues facing the IJB.	An action plan should be prepared which addresses issues identified.	Chief Financial Officer	31/5/20	Complete	-	A Risk Maturity action plan has been prepared. Due to the Partnership’s response to COVID-19 the progress on this has not been as anticipated. The Partnership’s Risk Steering Group will have ongoing oversight of this action plan and will contribute to updating progress via the Strategic Risk report to the Audit and Performance Committee.