

## 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
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	31/10/21	Overdue	43 days	<p>The Chief Officer has previously intimated that he was progressing a restructure of the HSCP. However he has now determined that, given the challenges and circumstances we now face, it would be preferable to not now progress a formal, comprehensive restructure of the HSCP.</p> <p>A number of factors have influenced this decision including:</p> <ul style="list-style-type: none"> <li>- A high number of temporary posts that cannot be filled on a permanent basis while restructure is under consideration and this is having a destabilising effect on the HSCP's functioning.</li> <li>- The prospect of restructuring is delaying the HSCP's ability to create new posts for which there is identified funding. These posts are needed to build capacity and resilience in operational management and in corporate services.</li> </ul> <p>Not moving ahead with a formal restructure of senior management will not necessarily require wholesale restructure at levels below and will now enable individual Heads of Service to consider any organisational change required to address a lack of capacity and effective integrated working more quickly.</p> <p>In parallel, a rapid review of corporate support has been undertaken by the Head of Finance &amp; Corporate Services. This seeks to address the temporary posts and gaps in key support services and provides a funding solution.</p>
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	<p>Management should:</p> <ol style="list-style-type: none"> <li>a. Complete its planned review of current leadership and management arrangements to ensure sufficient strategic planning capacity; and</li> <li>b. Prepare a workforce plan- <i>complete</i></li> </ol>	Chief Officer	a.31/10/21 b.Complete	Part Complete	a. 43 days b. Complete	<p>As per action 34 above, the planned restructure is now not considered the best or only way forward of enhancing strategic planning, corporate and leadership capacity.</p> <p>While restructuring EMT would achieve more integrated working, it would not increase capacity within the Senior Team. Instead, it may delay for some considerable time our ability to take the action to address the risks in these areas previously highlighted. By which time, the proposition of a National Care Service may then limit our ability to make the necessary improvements.</p> <p>In 2019/20 the IJB approved investment in additional strategic planning and performance capacity. This is being used as part of a wider funding solution to strengthen planning, performance and business improvement capacity.</p>

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					unchanged from 2018-19.						
71	External	Annual Report	2020/21	1	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 reserves strategy.	Head of Finance and Corporate Services	31/03/22	Not Yet Due	-	This will be developed in line with the three year financial plan in order to set out delivery of the reserves strategy aims.
72	External	Annual Report	2020/21	2	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 agreement between partners on how any overspend may be shared and we understand discussions have been limited. 2020-21 update: We understand that there is a revision process underway of the integration scheme in line with Scottish Government requirements between the IJB and its partners. We will continue to assess progress against best value and effective integration arrangements. It is generally recognised that proportionate risk sharing facilitates effective integration.	We recommend that partners are requested formally agree the approach for overspends on an annual basis in advance of the financial year on which agreement is sought. Consistency of approach, and consideration of third party guidance should be included as part of the agreement.	Chief Officer	31/03/22	Not Yet Due	-	A review of the full integration scheme is underway, and we will to contribute fully to ongoing discussions with partners around future financial risk share arrangements.
73	External	Annual Report	2020/21	3	As reported on page 31, management have carried out implementing our recommendation to develop a workforce plan. Through discussion with management, there is a need to address the findings in the workforce plan, which include filling posts where key gaps in management's capacity have been identified.	It is recommended that management continues with its progress on filling the key gaps identified as part of its workforce plan.	Chief Officer	31/03/22	Not Yet Due	-	Ongoing. The development of the PKHSCP 3 Year Workforce Plan is well underway and critical discussion will take place around the solutions required to address key workforce gaps. These solutions may be local, regional or national since many of PKHSCP staff shortages are being experienced across the UK and local or regional solutions will not in themselves address the shortages being experienced.