

Overall Action Ref	Internal or External	Report Type	Financial Year	Report Action Ref	Finding	Context / Recommendation	Action	All Leads	To be completed by	Status	Days overdue	Latest Update
8	External	Annual Report	15-16	4	The board has approved a performance management framework to comply with guidance set out in the Public Bodies (Joint Working) (Scotland) Act 2014. However, performance measures have yet to be developed.	The board should develop and agree key performance measures to be used in monitoring performance against its strategic objectives.	Work is on-going to agree key performance measures.	HSCP Executive Management Team	31 st March 2019	Overdue	79 days	The Executive Management Team is currently overseeing the development and implementation of a strategic programme of care board structure to take forward the implementation of agreed Strategic Delivery Plans (SDP) for: Older People and Unscheduled Care, Primary Care, Mental Health & Wellbeing, Carers. Each Programme Board is developing a Performance Framework inclusive of targets. Financial planning will be aligned to each Programme of Care Board. Draft Programme budgets for each programme have been developed. The proposed performance framework for Older People and Unscheduled Care was considered by the Audit & Performance Committee in February 2019 with a further report due in June 2019. Development of other reports is work in progress and this will be carried forward as a key improvement plan for 2019/20.
23	Internal	Annual Report	2017-18	1	We would also note that the format of the IJB's risk register does not currently set out how assurance against the controls will be received nor does it provide current performance information as laid out in Appendix 2 to the Risk Management Strategy	In addition to the next steps set out in the March 2018 Governance paper, we would recommend that the A&PC consider the governance principles adopted by the Health & Social Care Integration (HSCI) Governance working group and ensure that they are taken forward within the IJB, in partnership with both parent bodies.	Identify the governance principles adopted by the HSCI Governance Working Group, and ensure these are taken forward within the IJB. These principles should also clearly link to the strategic boards.	Chief Officer	1 st April 2019	Complete		The HSCI Governance Principles have been included as part of the Self Assessment Process undertaken to support the IJB Annual Governance Statement for 2018/19 in order that we can provide assurance or otherwise that these are embedded in our governance arrangements. .

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24	Internal	Annual Report	2017-18	2	We would also note that the format of the IJB's risk register does not currently set out how assurance against the controls will be received nor does it provide current performance information as laid out in Appendix 2 to the Risk Management Strategy	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	EMT	31 st March 2019	Overdue	79 days	<p>The Executive Management Team is currently overseeing the development and implementation of a strategic programme of care board structure to take forward the implementation of agreed Strategic Delivery Plans (SDP) for Older People and Unscheduled Care, Primary Care, Mental Health & Wellbeing, Carers.</p> <p>The Older People and Unscheduled Care Board is now strongly established and the development of an outline strategic delivery plan has ensured a direct link between the strategic plan and the 3 Year Financial Plan. Implementation of a significant programme of transformation will now be overseen by the OPUSC Board working closely with locality managers to ensure effective implementation across localities.</p> <p>The further development of Strategic Delivery Plan for all Care Programmes linked to the refreshed will be a key improvement action for 2019/20.</p>
26	Internal	Annual Report	2017-18	4		Whilst the A&PC has regularly considered both performance and risk management updates, and the minutes of the committee are reported to the IJB, we would recommend that, in future, the A&PC provides a year-end report to the IJB with a conclusion on whether it has fulfilled its remit and its view on the adequacy and effectiveness of the matters under its purview. It may also be helpful at this time of year for the Committee to reflect on any matters of concern for future consideration.	To review the role and remit for the A&PC and take forward a self evaluation which will inform an annual report for 2018-19	Chief Financial Officer	31 st March 2019	Overdue	79 days	An Annual Report from the Audit & Performance Committee is being prepared and will be formally considered by the IJB at its meeting in June 2019.
27	Internal	Annual Report	2017-18	5		No formal directions were issued for 2017/18.	To identify and issue directions for 2017-18, and take proactive steps to ensure any future directions are issued as appropriate.	Chief Officer	28 th February 2019	Overdue	120 days	Training for officers has been provided in May 2019 to ensure that Directions are issued appropriately for decisions made by the IJB. This embedding of this as standard business process will be a key improvement action for 2019/20.

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31	External	Annual Report	2017-18	2	<p>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 2018-19, there has been an informal agreement between the partners that any overspend will be met by the partner with operational responsibility. There is no formal documentation for this arrangement.</p> <p>From our discussion with management, and our understanding of the integration scheme, we consider best practice to be a formal documentation of the agreement, which will assist in the partners approach to budgeting.</p>	<p>We recommend that the partners formally agree the approach for overspend on an annual basis in advance of the financial year on which agreement is sought.</p>		Chief Officer	31/03/19	Complete		Complete for 2018/19. Further discussion required in relation to 2019/20.
32	External	Annual Report	2017-18	3	<p>The IJB's workforce plan is being developed. Once complete this will reflect the NHS approach to workforce planning. The executive team has completed work to date, however the workforce plan has still to be approved by the Board.</p> <p>There is a risk, given the demographics of the workforce, that without a workforce plan in place there could be a detrimental impact to the achievement of the IJB's strategy.</p>	<p>The IJB should progress workforce planning to identify and address potential skills gaps.</p>	<p>Development of workforce plans will be a key priority for each Care Programme Board.</p>	Chief Officer	31/03/19	Overdue	79 days	<p>The Chief Officer is undertaking a review of the management structure and corporate support. This will be critical in ensuring PKHSCP can take forward development of a workforce plan during 2019/20. This is a key improvement action carried forward to 2019/20.</p>