



PERTH AND KINROSS INTEGRATION JOINT BOARD

AUDIT & PERFORMANCE COMMITTEE

26 SEPTEMBER 2022

PARTNERSHIP IMPROVEMENT PLAN – AUDIT RECOMMENDATIONS UPDATE

**Report by Chief Officer/Director – Integrated Health & Social Care
(Report No. G/22/143)**

PURPOSE OF REPORT

This report provides an update on progress against the actions within the Partnership Improvement Plan

1. RECOMMENDATIONS

It is recommended that the Audit & Performance Committee:

- (i) Notes that Audit Recommendations have now been amalgamated into the Partnership Improvement Plan.
- (ii) Notes the progress towards the achievement of actions within the Partnership Improvement Plan.

2. BACKGROUND

The Partnership Improvement Plan consolidates all improvement actions/recommendations arising from:

- i) the IJB's Annual Review of Governance and other self assessment ;
- ii) Internal and External audit recommendations and other external inspection.

Regular updates are provided to the Audit & Performance Committee on progress achieved against actions over the previous quarter.

3. PROGRESS UPDATE

- 3.1 Since the last report to the Audit and Performance Committee eleven actions have been identified as part of the 2021/22 Annual Review of Governance. Three of these have been aligned to existing PIP actions as shown in table 1

below, the eight remaining actions have been included as new actions in the plan as set out in table 1 below:

Table 1

Action No	Heading	Action	Lead	Timescale	Existing PIP Action	New PIP Action
1	Leadership, Culture and Values	Develop a Leadership Development Programme focused on collaborative practice.	Chief Officer	31/3/23	IP03	
2	Leadership, Culture and Values	Ongoing development of culture, ethos and professional practice to ensure we continue to be the best we can be.	Chief Officer	31/3/23		IP41
3	Stakeholder Engagement	Ensure resources are in place to support a strong strategic focus on improving links with Communities, providing additional capacity and ensuring a robust, consistent and coordinated approach.	Head of Adult Social Work & Social Care	31/3/23		IP42
4	Vision, Direction and Purpose	Develop a Strategic Needs Assessment Framework to support long-term strategic planning to ensure that the approach across the partnership is consistent and systematic.	Head of Adult Social Work & Social Care / Head of Health	31/10/22	IP21	
5	Vision, Direction and Purpose	Build better engagement, linkages and relationships with the Community Planning Partnership	Chief Officer	31/3/23		IP43
6	Vision, Direction and Purpose	Joint review of strategic planning processes encompassing Hosted Services and including consideration of performance reporting.	Chief Officer	31/3/23		IP44
7	Decision Making	Finalise the 3 Year Workforce Plan and embed resources and ongoing arrangements for review and reporting of progress.	Head of Finance & Corporate Services	31/7/22	IP22	
8	Organisational Development	Complete Phase two of Corporate Support Review and in particular the functions related to capital/premises planning.	Head of Finance & Corporate Services	31/3/23		IP45
9	Internal Controls	Provide training and development opportunities in relation to the revised PKIJB Integration Scheme and its implications.	Head of Finance & Corporate Services	31/12/22		IP46
10	Internal Controls	With IJB Members review and update the risk management framework and risk appetite statement.	Head of Finance & Corporate Services	31/3/23		IP47
11	Internal Controls	Develop improved assurance reporting to the IJB on progress in achieving strategic plan objectives.	Head of Finance & Corporate Services	31/3/23		IP48

3.2 AMALGAMATION OF PARTNERSHIP IMPROVEMENT PLAN AND AUDIT RECOMMENDATIONS REPORT

3.2.1 Due to the continuing progress being made against actions within the Partnership Improvement Plan and the overlap with some of the actions included in the Audit Recommendations paper presented regularly to this Committee, it was agreed at the last Committee meeting that going forward these reports be amalgamated into one Partnership Improvement Plan.

3.1.2 There have been no audits completed since the last report to this Committee and therefore no additional recommendations have been added.

3.1.3 Outstanding audit recommendations as noted at the last Committee meeting are detailed below at Table 2:

Table 2

Audit ref	Audit Title	Lead	Context / Recommendation	Action	Improvement Plan Action Point
34	Internal Audit Annual Report 2018-19	CO	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 – complete	IP02
58	External Audit Report 2019-20	CO	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: a. complete its planned review of current leadership and management arrangements to ensure sufficient strategic planning capacity; and - complete b. prepare a workforce plan - complete	IP02
71	External Audit Report 2020-21	H of F&CS	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.	new action - IP40
72	External Audit	CO	The integration scheme states that any overspend incurred from 2018-19 onwards may be allocated on a proportionate basis of	We recommend that partners are requested formally agree the	IP29

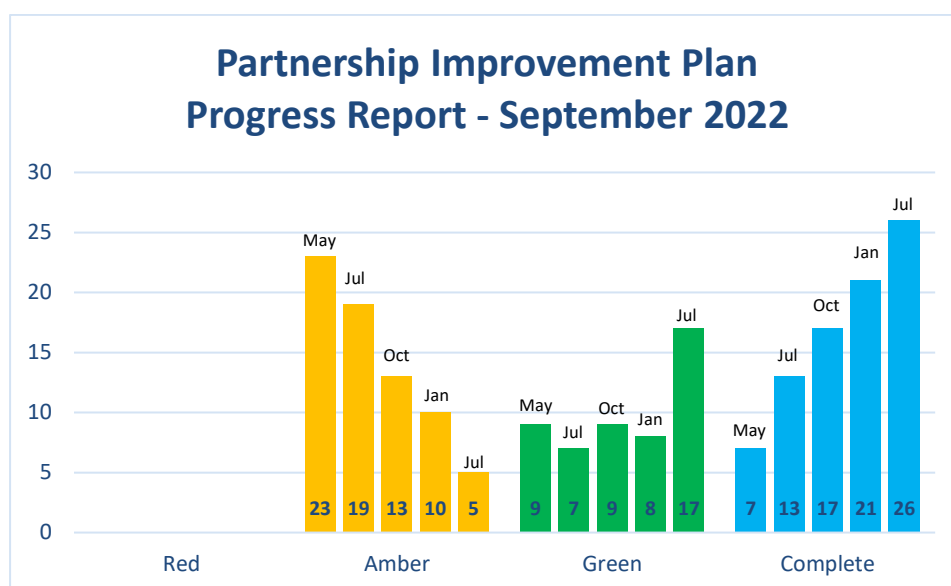
Audit ref	Audit Title	Lead	Context / Recommendation	Action	Improvement Plan Action Point
	Report 2020-21		<p>each partners contribution to the IJB. For 2019-20, there has not yet been any agreement between partners on how any overspend may be shared and we understand discussions have been limited.</p> <p>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.</p> <p>It is generally recognised that proportionate risk sharing facilitates effective integration</p>	<p>approach for overspends on an annual basis in advance of the financial year on which agreement is sought.</p> <p>Consistency of approach, and consideration of third party guidance should be included as part of the agreement</p>	
73	External Audit Report 2020-21	CO	<p>As reported on page 31, management have carried out implementing our recommendation to develop a workforce plan.</p> <p>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</p>	It is recommended that management continues with its progress on filling the key gaps identified as part of its workforce plan	IP22

3.2.4 Audit recommendations have been referenced to existing partnership improvement actions where there is overlap. The four outstanding audit recommendations have therefore been referenced to existing actions in the partnership improvement plan. These are detailed in table 2 above showing audit recommendations being attributed to existing actions IP02, IP22 and IP29. It should be noted that IP02 has been marked as complete.

3.2.5 Where no overlap exists, new improvement actions have been added to the partnership improvement plan. For the outstanding audit recommendations, this means that one new action has been added to the plan. This is audit reference 71, as detailed in table 2 above, which is now partnership improvement plan action IP40.

3.3 Progress has been made across several areas in the partnership improvement plan with 54% of the total actions completed. This figure remains the same as in the last report; however 9 new actions detailed above at 3.1 and 3.2 have been added into the plan.

3.4 Table 2 below shows the movement in RAG status for May, July, October 2021, January and July 2022:

Table 3

3.5 Improvement actions fully implemented since the last report are as follows:

- Effective engagement with PKC Elected Members is in place with a development session held in June 2022. (IP11)
- The effectiveness of our Strategy Groups has been strengthened with the development, consultation and finalisation of Terms of Reference for all of the Strategy Groups. (IP16)
- Integrated budgets to support improved planning of services has been completed with the approval of financial frameworks for our strategies. (IP26)
- Risk Sharing arrangements between statutory partners have been agreed via the approval of the PKIJB Integration Scheme. (IP29)
- The governance and accountability arrangements concerning Inpatient Mental Health Services has been clarified via the approval of the revised Integration Scheme. (IP39)

4. CONCLUSION

Significant progress continues to be made against the actions within the Partnership Improvement Plan. However, as part of continuous improvement and through the annual review of governance we continue to ways in which we can pro-actively strengthen our governance arrangements.

Author(s)

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Appendices

Appendix 1 – PKHSCP Partnership Improvement Plan