

Perth & Kinross IJB

Transforming Governance Action Plan 2018/19 (February 2019 Update)



Ref	Action	SRO	Date	Revised Deadline	Update
1	Development of a statement of our vision and values to be developed to become front and centre of all IJB activities moving forward.	Chair/ CO	31 st July 2018	March 2019	The Chief Officer has developed a statement of the Partnership's visions and values which is incorporated into all presentations in respect of engagement and communication with partners, public and Health and Social Care Partnership staff. This statement has been included in the forward for the refreshed Strategic Plan and included within the position statement submitted to Care Inspectorate Inspectors as part of the self assessment process. Every HSCP plan, publication, letter, communication and document includes the HSCP logo (with strap-line) and reference to the IJB/ HSCP vision and values. It is proposed that the CO will brief IJB members on statement development prior to seeking ratification of such at the IJB meeting in March 2019.
2	A refreshed annual programme of training and development for IJB Board Members to be agreed.	Chair/ CO	30 th June 2018	19 th February 2019	The Service Manager for Business Planning and Performance is working with the Vice Chair of the IJB Board to develop a training and development programme for IJB members to be presented to the IJB in May 2019.
3	An effective strategy for engaging with Perth & Kinross Council Elected members around IJB aims and objectives and the financial outlook to be developed.	Chair/ CO	30 th June 2018	March 2019	As part of the development of the 3 year Financial Plan the Chief Officer and Chief Financial Officer have met with elected members across all parties to describe the financial challenge and Strategic Direction.

Perth & Kinross IJB

Transforming Governance Action Plan 2018/19 (February 2019 Update)



Ref	Action	SRO	Date	Revised Deadline	Update
					The Head of Adult Care is working with PKC Organisational Development Lead to coordinate a development session on Leadership for all elected members within PKC and the OD Lead is currently formulating this Leadership Programme which will be available to elected members who sit on the IJB and will take place in early March. The programme will include an overview of Health & Social care, Outputs from the four Strategic Programmes of Care and a section on governance, decision making and finance.
4	Establishment a collaborative approach to budget negotiation for 2019/20 onwards with NHS Tayside and Perth & Kinross Council.	CO/ CFO	30 th June 2018	31 st January 2019	Tayside wide meetings including the Chief Executive and Strategic Director of Finance of NHS Tayside and the Chief Executives / Heads of Finance of each Local Authority are being held to ensure a consistent understanding of the financial challenge facing the IJB's in Tayside. Further meetings are planned. Informal discussions between the Chief Officer and Chief Executives of both NHST and PKC have been held in January and February 2019.
5	Further development of Strategic Delivery Plans for each Care Group including leadership arrangements, performance framework, strategy for engagement with users and carers, agreed programme budget with accountability for delivery of financially sustainable services. Role of Strategic	EMT	30 th June 2018	<i>Draft Strategic Planning Framework:</i> 31 st March 2019	The Strategic Planning Framework for Programmes of Care requires to be finalised and to be approved by the Strategic Planning and Commissioning Board by the end of March 2019. Each Programme Board is at a different stage in the development of its Strategic Delivery Plan and

Perth & Kinross IJB

Transforming Governance Action Plan 2018/19 (February 2019 Update)



Ref	Action	SRO	Date	Revised Deadline	Update
	Planning Group to be reaffirmed.			<i>Strategic Delivery Plans: 31st March 2019</i>	<p>updates on progress have been provided to the IJB and this will be reflected in the refresh of the Strategic Plan by the end of March 2019.</p> <p>The role and Remit of the Strategic Planning Group has been redefined with sign off of the refreshed Terms of Reference at the next Strategic Planning Group in February 2019.</p>
6	Finalise the review of risk management and development clear escalation and reporting mechanisms.	CFO	30 th September 2018	Complete	<p>The Risk Management Framework has been agreed by the Audit and Performance Committee inclusive of a risk escalation process and high level strategic risk profile. This was endorsed at the last Audit and Performance Committee meeting in November 2018. Risk Management workshops were held for IJB members from August 2018 to November 2018. The Service Manager for Business Planning and Performance has met regularly with the Internal Auditor responsible for auditing our risk management processes and has taken guidance on the development of the risk management framework. The high level strategic risk profile has been shared with NHS Tayside and PKC.</p> <p>As per the framework, EMT have been focussing on mitigating risk action plans which feed into the high level risk profile and are effectively reducing levels of residual risk.</p> <p>Updates on the IJB Strategic Risk profile will be</p>

Perth & Kinross IJB

Transforming Governance Action Plan 2018/19 (February 2019 Update)



Ref	Action	SRO	Date	Revised Deadline	Update
					brought forward to each meeting of the Audit & Performance Committee.
7	Review of the use of Directions	CFO	30 th September 2018	1 st March 2019	The Service Manager for Business Planning and Performance has met with PKC legal officers to define a section within each IJB paper that will highlight the requirements for the use of directions. The PKC Legal Office has been requested to provide guidance on the use of Directions and on how to request Directions within IJB papers. This will be tested at the February 2019 IJB meeting and reviewed thereafter.
8	Development of Large Hospitals Set Aside arrangements in conjunction with NHS Tayside.	CD/ HOH	30 th September 2018	31 st March 2019	The Chief Officers / Chief Finance Officers across Tayside have met with NHS Tayside Deputy Director of Finance to consider the setting up of an appropriate forum for discussions around the development of plans for the Large Hospital Set Aside Budget. The Older People and Unscheduled Care (OPUSC) Board has progressed early discussions within the Clinical Strategy Forum for P&K and priorities will be aligned in the Strategic Delivery Plan for OPUSC.
9	Strengthen leadership and corporate support capacity through key appointments including Head of Business Planning and Performance.	CO	30 th July 2018	1 st April 2019	The Service Manager for Business Planning and Performance has been in post since August 2018 and is fully supporting the Corporate Team in respect of strengthening Corporate Support capacity.

Perth & Kinross IJB

Transforming Governance Action Plan 2018/19 (February 2019 Update)



Ref	Action	SRO	Date	Revised Deadline	Update
					<p>Organisational Development Sessions have taken place with EMT and IMT in respect of interrelationships and workload.</p> <p>EMT and IMT have been delivery HSCP business and activity through strong collaboration and an integrated approach. As we move into fully integrated leadership and management structures further Organisational Development sessions will be organised in support of this. Having implemented the four Strategic Programmes of Care this has given greater clarity around our required integrated models of care.</p> <p>Any further proposals for changes to management structures or leadership arrangements will be discussed with the incoming new Chief officer.</p>
10	Agree appointment of Data Protection Officer for Perth & Kinross IJB and ensure compliance with General Data Protection Regulations.	CFO	31 st May 2018	Complete	An action plan has been developed and reported to the IJB. This will be a yearly report with the next report due in November 2019.
11	Work with the Director of Finance of NHS Tayside to develop an appropriate and effective level of finance support to budget holders tasked with taking forward significant redesign of services.	CFO	30 th September 2018	1 st April 2019	Agreement has been reached to the appointment of Perth based Management Accountant staff to ensure strong support to budget holders locally. These staff are now in post and, along with the social care finance staff, form part of a co-located resource to support core hospital community



Perth & Kinross IJB

Transforming Governance Action Plan 2018/19 (February 2019 Update)

Ref	Action	SRO	Date	Revised Deadline	Update
					<p>health and social care budgets.</p> <p>However local finance support for Prescribing remains a significant risk. Currently the Clinical Director and the Prescribing Management Team have very management accounting support for GP Prescribing and limited support from the Tayside Prescribing Support Unit. The Deputy Chief Executive of NHST has arranged to meet with PKHSCP at the end of January to address support issues.</p>
12	<p>Work with PKC and NHST colleagues to develop the detailed corporate governance framework that supports the relationship with PKC and NHST and provide training and development for members and officers to ensure that roles, responsibilities within the framework are understood.</p> <p>Ensure that Standing Orders are reviewed and updated annually.</p>	CFO	30 th November 2018	1 st April 2019	<p>Governance and accountability arrangements paper agreed in March 2018. Subsequent workshops held in November 2018 have further enhanced learning and understanding. A further one page Governance document is being prepared to be completed by 31st March 2019.</p> <p>PKC democratic services reviewed standing order of IJB in Sept 18.</p>
13	<p>Review HSCP Clinical, Care and Professional Governance Approach and set out clear framework for scrutiny and assurance at operation and strategic level. Ensure that the Terms of Reference for the Audit & Performance Committee reflects its key scrutiny role.</p>	CD/Chief Social Worker	31 st August 2018	31 st March 2019	<p>The IJB Chair/Vice Chair/Chair of Audit & Performance Committee and the Chief Internal Auditor to refresh the Terms of Reference for the Audit & Performance Committee around all aspects of performance. Through this task it has been agreed that Clinical, Care & Professional Governance (CCPG) will be scrutinised via a new CCPG Committee. A date for this first meeting of this Committee is currently being set. The Chair</p>



Perth & Kinross IJB

Transforming Governance Action Plan 2018/19 (February 2019 Update)

Ref	Action	SRO	Date	Revised Deadline	Update
					<p>of this Committee will be the vice chair of the IJB Board. A development event to refresh the current CCPG Forum will take place mid February.</p> <p>Any further Internal Audit reports as they relate to CCPG will now be presented to the CCPG Committee.</p>
14	Ensure that annual objectives are set for each member of the partnership team that align with agreed strategic transformation and other priorities.	CO	30 th November 2018	15 th February 2019	The Chief officer has requested that EMT complete objectives by 15 th February 2019 in preparation for hand over to the incoming Chief Officer.
15	Working with other IJB's, ensure mechanisms are in place to ensure that each IJB is effectively and appropriately involved in developing major transformational change plans and ensure regular sharing of information in relation to all hosted services.	EMT	30 th November 2018	31 st January 2019	<p>EMT has been presented with an overview of a proposed Mental Health Alliance which would potentially set the strategic intention for Mental Health Services Tayside Wide. The Tayside Chief officers have been invited to a workshop on 12th February to explore the role and purpose of such an Alliance. A broader consultation and engagement event with other partners will be organised thereafter.</p> <p>All Hosted Services have been aligned to relevant Strategic Programme of Care Boards and activity as it relates to Hosted Services will be scrutinised and monitored through the development of the Programme of Care performance management frameworks.</p>