

PERTH & 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 | 323 days | <p>The Older People and Unscheduled Care Board has agreed an outline strategic delivery plan and ensured a direct link between the strategic plan and the 3 Year Financial Plan. Implementation of a significant programme of transformation is now being 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 Strategic Plan will be a key improvement action for 2019/20.</p> <p>Mental Health & Wellbeing Board – the Complex Care Outline Business Case has been presented at EMT and EOT detailing background, issues, proposals and resources required. Some funding has been approved for project support however more resource is required to progress the programme. EOT have requested further information.</p> |
| 33 | Internal | Annual Report | 2018-19 | 1 | Taking account of the considerable duplication between the outcomes of the organisation's governance self assessment, our findings and those of the MSG, as well as the Audit Scotland HSCI report; where possible, all relevant findings from these reviews should be collated and monitored through a single SMART action plan. | All relevant findings from MSG report, Audit Scotland, etc to collated and monitored through a single SMART action plan. | Chief Officer | 30/09/19 | Overdue | 140 days | The SMART consolidated Partnership Improvement Plan will come forward to the February 2020 IJB meeting for approval and will be brought to Audit & Performance Committee for monitoring thereafter. |
| 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 | Not yet due | - | <p>The need for an enhanced corporate and strategic planning capacity is being considered. The organisational restructure of the IJB will address this.</p> <p>A review of the management structure and corporate support is underway. This will be critical in ensuring PKHSCP can take forward development of a workforce plan during 2019/20.</p> |
| 35 | Internal | Annual Report | 2018-19 | 3 | Any changes in governance processes arising from the governance assessment process should be incorporated into the next updates of Standing Orders, Scheme of Delegation and Standing Financial Instructions. | Standing Orders, Scheme of Delegation and Standing Financial Instructions to be amended as necessary. | Chief Financial Officer | Ongoing | Complete | - | Complete - Standing Orders, Scheme of Delegation and Standing Financial Instructions will be amended as necessary. |
| 37 | Internal | Annual Report | 2018-19 | 5 | Reporting on transformational change to the IJB should reflect its importance to the IJB, focused on providing an overall picture of progress and risks to delivery. | The Strategic Delivery Plans for each Care Programme Board will set out programmes of transformation and progress will be provided through regular reporting on each | Chief Officer | Ongoing | Ongoing | - | Strategic Delivery Plans for all Care Programmes linked to the refreshed Strategic Plan will be a key improvement action for 2019/20. |

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| | | | | | | programme to the Board. Individual transformation Business Cases will be b/f to the IJB. | | | | | |
| 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 | Overdue | 232 days | The IJB received a report on Mental Health Service Redesign in September 2019. Further reports will be considered regularly. The Strategic Risk in relation to Mental Health will be fully developed via a Risk Workshop in early February 2020. |
| 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 | 232 days | This will be progressed with the new Chair of the IJB. |
| 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 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. | <ul style="list-style-type: none"> Strategic Plan to be completed. Strategic Planning Group to be taken into account in reviewing the Strategic Plan with sufficient engagement with this group having taken place. Strategic Planning Group minutes of meetings to be available on HSCP Share information site to evidence input into the Strategic Plan. | 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. There will now be a period of consultation across the P&K Partners, Strategic Planning Group and workforce. A high level first stage delivery action plan is in formulation due for completion by the end of February 2020. Lower level delivery plans will then be developed across services and within localities. It is proposed that the format of the Strategic Plan now be developed as a digital platform – this will be in consultation with the PKC design team who will support this action. HSCP Sharepoint site currently being reviewed but SPG minutes will be regularly uploaded here. |
| 42 | Internal | Strategic Planning PK05/18 (Inc. PK06/18) | 2018-19 | 2 | The new Strategic Plan should clearly set-out the decisions and processes required to achieve long-term financial sustainability, setting out the implications for output and quality. These should include overt consideration how the savings identified nationally from Large-hospital set-aside can be delivered and how those savings should be utilised. | The investment and disinvestment implications of further priorities identified in the refreshed Strategic Plan to be considered in detail by each of the Programmes of Care and fed into the ongoing 3 Year Financial Planning process. | Chief Officer | 30/09/19 | Overdue | 140 days | Our draft Strategic Commissioning Plan reflects the high level strategic ambition of the Health & Social Care Partnership. The delivery and action plans that are developed below this will more directly consider and reflect the necessary funding, investment and disinvestment decisions. |

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| 43 | External | Annual Report | 2018/19 | 1 | <p>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.</p> <p>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.</p> <p>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.</p> | <p>All budgets should be discussed and approved prior to the start of the financial year.</p> <p>As a financial management tool, it is important that the financial plan includes the use of reserves and associated expenditure.</p> | Chief Financial Officer | 31/3/20 | Not yet due | - | A consolidated Draft 3 Year Financial Plan has been prepared. This has been discussed fully with PKC as part of their Officer and Elected Member budget process. The CFO is in discussion with NHST Director of Finance around a parallel process for NHST. The overall budget setting timetable however is subject to significant change due to UK and Scottish Government budget timescales. |
| 44 | External | Annual Report | 2018/19 | 2 | <p>Risk Sharing Agreement: 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.</p> <p>We consider best practice to be a formal documentation of the agreement, which will assist in the partners approach to budgeting.</p> <p>It is generally recognised that proportionate risk sharing facilitates effective integration.</p> | <p>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.</p> <p>Consistency of approach, and consideration of third party guidance should be included as part of the agreement.</p> | Chief Officer | 31/3/20 | Complete | - | As at January 2020 informal discussions with the Chief Executives of both NHST and PKC have concluded that the risk sharing arrangements in place for the first 3 years will roll forward unchanged for 2019/20. However PKIJB are seeking a proportionate risk sharing arrangement which adheres to core aims of integration and will bring us in line with the rest of Tayside. |
| 45 | External | Annual Report | 2018/19 | 3 | <p>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.</p> <p>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.</p> <p>Continued changes in IJB membership reduce the level of experience and ability of members</p> | <p>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.</p> | Chief Officer | 31/3/20 | Not yet due | - | <p>The need for an enhanced corporate and strategic planning capacity is being considered. The organisational restructure of the IJB will address this.</p> <p>A review of the management structure and corporate support is underway. This will be critical in ensuring PKHSCP can take forward development of a workforce plan during 2019/20.</p> <p>Substantial work has been ongoing since mid September to map out the current workforce. The principles of the SAW (Safer Affordable Workforce) have been followed through this exercise. This information is currently being collated with a view</p> |

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| | | | | | to adequately consider, challenge and support management proposals. In this context, the importance of officer capacity is enhanced. | | | | | | to an overarching draft workforce plan being put in place. This will be presented to EMT with a view to completion of the Plan by 31st March 2020. |