

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	-	Complete	-	The HSCP's response to the global pandemic has shifted the focus here. A Remobilisation Plan has been developed with clear, specific, timed actions linked to key portfolios. It continues to promote activities in pursuance of the IJB's Strategic Priorities. Building on what we have learned through Remobilisation, our ambition is to move to a 3 year strategic delivery and financial plan to sit behind our Strategic Commissioning Plan for 5 key priority areas. This will include the review of current approved plans, analysis of Covid-19 impact, remobilisation requirements and the inclusion of Scottish Government priorities and any associated additional funding. A rolling programme of review will be undertaken throughout the year linking in with our performance reporting with an annual report being presented to IJB. Strategy Groups will oversee the development of Strategic Delivery Plans . The IJB has approved a proposal to reinstate the Strategic Planning Group and for its work to be supported by a number of Strategy Groups. These will embed or develop strategies in relation to specific care groups.
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 <i>(proposed revised completion date 31/10/21)</i>	Overdue	447 days	The previously intimated proposal for the creation of a Head of Strategic Planning and Performance post was not able to be supported, and the Chief Officer is now working with the EMT to progress a restructure of the HSCP that will seek to ensure adequate capacity across the organisation to improve functioning and effectiveness and address identified capacity shortfalls, within available finance. The Review of the Integration Scheme across Tayside has prioritised review of Corporate Support responsibilities. In addition, Internal Audit are due to carry out of review which will support further discussions.
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	a. Strategic Plan to be completed - <i>Complete</i> b. Strategic Planning Group to be taken into account in reviewing the Strategic Plan with sufficient engagement with this group having taken place. c. Strategic Planning Group minutes of meetings to be available on HSCP Share information site to evidence input into the Strategic Plan - <i>Complete</i>	Chief Officer	30/09/19 <i>(proposed revised completion date for b. 30/06/21)</i>	Part Complete	-	The P&K IJB Strategic Commissioning plan has now been published. The Strategic Planning Group is being re-established with a review of the role, remit, membership etc underway, along with learning from best practice across other partnerships. It was expected that the initial meeting of the refreshed group would take place in December, however due to Covid response this was deferred and will now take place in June.

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					on the HSCP shared information site to evidence the group's input.						
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 - <i>Complete</i></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	Complete	-	<p>The 2021/22 Budget approved by the IJB in March 2021 included approval of use of Covid 19 and General Reserves to deliver a balanced Financial Plan.</p> <p>For earmarked reserves including PCIP, ADP, Action 15 and the Community Living Change Fund, the IJB will be asked to endorse spending plans during 2021/22 once proposals are developed.</p>
56	External	Annual Report	2019/20	1	<p>Achievement of reserves strategy: 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.</p>	<p>The IJB and its partners should work towards developing a plan to achieve the reserves outlined in its strategy.</p>	Chief Financial Officer	31/3/21	Complete	-	<p>As part of Budget discussions for 2021/22 significant progress has been made with both NHS Tayside and Perth & Kinross Council in creating the conditions to establish a level of un-earmarked reserves. Reserves reporting to the IJB will be significantly enhanced including reporting against the target level set out in the Reserves Strategy.</p>
58	External	Annual Report	2019/20	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. 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</p>	<p>Management should:</p> <ol style="list-style-type: none"> Complete its planned review of current leadership and management arrangements to ensure sufficient strategic planning capacity; and Prepare a workforce plan- <i>complete</i> 	Chief Officer	31/3/21 (proposed revised completion date for a. 31/10/21)	Part Complete	-	<p>The Chief Officer has engaged with Staff Side and HR to progress the planned restructure over the coming months, in the context of both statutory partners' Organisational Change Policies. This will ensure adequate capacity across the organisation in response to the deficits identified in the Joint Inspection Report, the Annual Governance review and previous Audit Reports.</p> <p>In response to Scottish Government guidance an Interim 1 year Workforce Plan has been drafted for the end of April 2021, ahead of a three-year plan which we will produce during the coming year.</p>

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					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.						
59	External	Annual Report	2019/20	4	Membership of the Board: The appointment of voting members is the responsibility of the partner bodies. In our previous two annual audit reports, we have commented on significant changes in voting members, and the importance of maintaining voting members on the Board who build up experience in respect of the IJB. We identified that only three members of the Board had held positions continuously throughout the year. This significantly reduces the ability of voting members to challenge, scrutinise and make long-term consistent planning and strategic decisions. We also consider that the resources utilised by management to train new voting members are effective, but that delivery of induction training on numerous occasions throughout the year is not sustainable.	Management should discuss appointment of voting members with partners, in order to enhance consistency of membership. This will support effective integration of services which is the ultimate goal of the IJB	Chief Officer	31/3/21	Complete	-	The Chief Officer has written to both Partner Chief Executives in December 2020 to make them aware of this recommendation and to consider taking into consideration the benefits of consistency of membership. For IJB members, annual development meetings have been planned which will identify any required training needs. For new members, development sessions have been arranged. Alongside this an induction pack has been developed to formalise the induction process moving forward.
60	Internal	Performance Management and Reporting	2019/20	1	Performance national indicators are available at Locality level and work is underway as part of the performance framework to report on this regularly. Locality health and social care staff reported a need for more current operational data at Locality level. Clients' health data and service provision were not available to view within one system. To compensate for this, information was updated manually in Locality offices at GP practices where co-located integrated Teams were based. Locality Managers' operational work included daily work-arounds to manage case-loads across different boundary areas of Council care and Tayside Health specialities as boundaries do not always match up.	Planned expansion of performance measurement and reporting at Locality level would be beneficial to local teams and operational management. There is a difference between operational information need requested by Localities and performance reporting, However the link between these information strands is noted. Locality planning may document key challenges and risks to delivery	Chief Financial Officer	31/12/20	Complete	-	Monthly performance information is provided at locality level and work will continue to increase the operational performance data set that is being provided.