



Perth & Kinross Health & Social Care Partnership
Improvement Plan in response to Joint Inspection of Adult Services

20 January 2020

Inspection Priority	Action	PIP ref	Responsibility	Timescale	Update	Measure / Impact	RAG
1. Improve its approaches to performance measurement and management.	<p>1. Develop a Performance Framework using appropriate data and information about outcomes.</p> <p>2. It should be used to benchmark and report to facilitate the identification of service gaps and drive improvement.</p>	IP15, 17 & 35	Chief Officer with Support from Service Manager Business Planning and Performance	January 2020	<ul style="list-style-type: none"> A simplified approach to performance reporting focussing on the 20 National Indicators has been developed. This will provide HSCP and Locality based performance information. An expansion to these indicators will be ongoing. <p>This work is being taken forward with assistance from LIST and in close contact with PKC Strategic Performance Team and NHS Tayside Business Support Unit. The necessary Performance Framework will then be collated/produced which sets out "How we do performance"</p> <p>This will enable us to routinely consider performance reports and to give assurance at monthly "Performance and Risk Meetings" of the EMT and at Audit and Performance Committee.</p>	<p>An ability to identify gaps in service need to meet demand.</p> <p>Opportunity to prioritise and target resources appropriately to areas of greatest need.</p> <p>This will allow us to internally and externally report on effectiveness of Partnership Strategies and Operations plans where making a difference.</p>	AMBER

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2. The partnership should improve its strategic planning and commissioning processes	1. Ensure effective programme and project management supports the implementation of all plans and priorities, considering the scale of the task, its capacity, finance and the timescale needed to achieve it.	IP16, 19,24 &25	Chief Officer with Support from Service Manager Business Planning and Performance	29 th February 2020	<ul style="list-style-type: none"> A mapping exercise commenced in October 2019 to gauge the level of capacity available within the Partnership in respect of programme/project management support. (This is phase 1 of a broader mapping exercise in relation to corporate support capacity). Phase 1 identified limited capacity. Where possible capacity identified it is then redeployed which impacts on current programme/project management support. Work is continuing. 	<p>Ability to prioritise key deliverables in the SCP and monitor effective progress on such.</p> <p>The strategic planning group will actively participate and support decision making as well as overseeing/ monitoring the delivery of the SCP objectives.</p> <p>There will be an overarching delivery plan sitting beneath the SCP and each locality will in turn develop specific operational delivery plans.</p>	AMBER
	2. All Plans demonstrate SMART principles.		M Rapley, Service Manager	31 st January 2020	<ul style="list-style-type: none"> The wider needs in respect of corporate partnership support will be identified through Phase 2, which is currently underway. The new IJB Strategic Plan has been redrafted to ensure all actions and objectives reflect SMART principles. A draft Annual Delivery Plan presented to EMT in December 2019 with further work now being taken forward through EMT. 		
	3. Existing strategies and planning groups are reviewed to ensure that the partnership's capacity is used effectively to deliver its strategic priorities.		Chief Officer	30 th December 2019	<ul style="list-style-type: none"> These plans will require to be completed for presentation to EMT by 31st March 2020. Chief Officer's report to IJB on 17 December 2019 in respect of Strategic Commissioning Plan. Strategic Planning arrangements are currently being developed and further details to be presented at IJB February 		

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					<p>2020.</p> <ul style="list-style-type: none"> The Chief Officer has highlighted to the SPG the need to refocus their work and refresh the membership. This has been agreed as an action that we will take forward collectively into the New Year. The third sector forum will be represented at the SPG and this will be reciprocated with a programme established whereby strategic leads will attend the Third Sector Forum. 		
3. The partnership should put in place a systematic approach to monitoring and reviewing the implementation of its strategic commissioning plan and any other plans and strategies which support its implementation	<p>1 Ensure robust prioritisation, balancing immediate pressures with longer term strategic actions which can avoid or reduce future risks.</p> <p>2 A systematic approach to reviewing and updating its strategic needs assessment.</p> <p>3 Locality Needs Assessment.</p> <p>4 Periodically considering whether plans and actions need to be reprioritised to take account of new and emerging challenges and opportunities.</p> <p>5 Reallocating capacity</p>	IP 15,20,21	<p>Chief Officer</p> <p>Head of Adult SW/SC</p> <p>Chief Officer</p>	<p>17th December 2019</p> <p>30th April 2020</p> <p>30th March 2020</p>	<ul style="list-style-type: none"> The new IJB Strategic Plan approved 17 December 2019 ensures robust prioritisation whilst balancing immediate pressures with longer term actions through the Delivery Action Plan. A Core performance group has been established (LIST, Public, Performance and Policy) to meet quarterly to update and review, led by Business Improvement Manager. An Annual Report will be submitted to Strategic Planning Group As part of the review of current leadership and management arrangements, The Chief Officer has given a commitment to develop a post of lead for Strategic Planning, Performance and Commissioning. This role would ensure that rigorous monitoring of current strategic challenges takes place. Through this new role there would be a greater 	<p>A high-level SCP delivery plan is in place – progress will be monitored against this plan by EMT.</p> <p>Quarterly report from the Business Improvement Manager to EMT.</p> <p>End of year profile to be presented within the Annual Performance Report to SPG.</p> <p>Reorganisation will ensure that there is senior management capacity to ensure that there is a robust structure in place, with a process to report improved outcomes for people in Perth and Kinross.</p>	AMBER

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	<p>from lower priority areas where necessary or securing additional resources.</p> <p>6 Develop an approach around 'how EMT are engaged' including OD/LD training required</p>				<p>emphasis on identifying opportunities for more effective strategic planning and implementing organisational improvements.</p> <ul style="list-style-type: none"> An approach around 'how EMT are engaged' including OD/LD training is required and will be a priority of restructure. 		
4. The partnership should ensure that it places greater priority on evaluating the impact of its plans and strategies.	<p>1. Put in place a systematic approach to involve stakeholders.</p> <p>2. Effectively evaluate specific developments and initiatives to determine the impact on improving outcomes and to inform future strategy.</p>	IP 07,09,10,11,14,15,16 & 17	Chief Officer	29 February 2020	<ul style="list-style-type: none"> In July 2019, part of a broader engagement and consultation programme, 1400 People living in Perth & Kinross took part in a survey where questions around our Strategic priorities were asked. Feedback from this exercise has informed the new Strategic Plan. There have been 2 IJB Stakeholder events held this year – June & October 2019. The Strategic Plan has been redrafted to clearly reflect IJB members and Partners feedback. The refreshed Strategic Planning Group including the TS Forum will ensure Strategy Groups have stakeholder input built into future work through co-production / co- design. The emerging broader programme will be developed based on priorities and embedded in Strategy Groups and will include consultation and engagement events with public, partners, stakeholders to take forward the priorities within the strategic plan and 	<p>Yearly population engagement survey to ensure we are meeting the commitments within the SCP.</p> <p>Visible leadership within communities and localities with regular public consultation and engagement events services are redesigned and developed. This will ensure we develop “with” our communities and not “for” our communities. Measure through consultation and engagement survey.</p> <p>The HSCP will have an overarching Communication and Engagement Plan and each</p>	AMBER

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					<p>improvements identified through the Partnership transformation programme.</p> <ul style="list-style-type: none"> The Communication, Engagement and Participation plan will be endorsed by the refreshed Communication, Engagement and Participation Group and the refreshed Strategic Planning Group. Within the Strategic Plan there is an action plan highlighting key priority and aims. Set against this action plan measures for success will be identified and key milestones for reporting will be set to ensure rigorous monitoring of the success of the plan. 	strategy group/locality providing specific Communication and Engagement plans which are measurable.	
5. The partnership should ensure that workforce planning is maintained as a key priority in all its activities and encompasses the workforce requirements of the NHS, Perth and Kinross Council and third and independent sector providers.	<ol style="list-style-type: none"> Develop workforce plan Develop Organisational Development Plan in support of workforce development 	IP22	Head of Health / Head of Adult SW/SC	<p>31st March 2020</p> <p>31st March 2020</p>	<ul style="list-style-type: none"> Substantial work has been ongoing since mid-September to map out the current workforce. Chief Officer's Strategic update to IJB 17 December 2019 refers. (The national guidance on Workforce Planning from Scottish Government came out after our workforce plan development, we are now reviewing and adapting where relevant) The principles of the SAW (Safer Affordable Workforce) have been followed through this exercise. This information is currently being collated with a view to an overarching draft workforce plan being developed which will be presented to EMT with a view 	<p>Workforce plan in place which will be monitored yearly for progress. The plan reflects the priorities within the SCP.</p> <p>OD requirements will be integral to the workforce plan.</p> <p>Through delivery of the plan we will ensure a better integrated workforce and evidence true integrated working. Representatives from the</p>	AMBER

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					to completion of the Plan by 31 st March 2020. <ul style="list-style-type: none"> The current Partnership OD Plan is being developed and will form part of the workforce plan. 	Third and Independent Sector are involved in workforce planning through the strategy groups and sector forums.	
6. The partnership should build on existing good relationships with care providers and housing services to identify where there is potential to coproduce solutions to strategic challenges.	<ol style="list-style-type: none"> Development of market facilitation plan Develop a Commissioning group with providers and partnership membership/looking at collaborative commissioning and decision making Develop a group that gives families and service users the opportunity to contribute to commissioning decisions and future service design. 	IP13	Head of Adult SW/SC with support from Commissioning and Contracts Service Manager to complete	31 st March 2020	<ul style="list-style-type: none"> Draft Market Facilitation Statement has been produced. The Service Manager for Policy and Commissioning is currently developing a Market Facilitation Plan to support the implementation of the Strategic Commissioning Plan An initial presentation and meeting with providers held to discuss our Market Shaping and a more collaborative approach, these will continue six weekly. 	<p>Market Facilitation plan will be approved by the IJB in June 2020 and will be reviewed annually</p> <p>Stakeholder events will be held to support the development and review of the Market Facilitation Plan</p>	AMBER
7. The partnership should review its participation, engagement and communications strategies and monitor the impact and effectiveness of	<ol style="list-style-type: none"> Review Communication, Consultation and Engagement Group embedded in the work of Strategy Groups with relevant stakeholders. 	IP 15,16,17,18,19	Head of Adult SW/SC & South Perthshire & Kinross Locality Manager	31 st March 2020	<ul style="list-style-type: none"> The Communication, Engagement and Participation Group is currently under review. The above group have reviewed the terms of reference, membership and frequency of meetings with three key priorities for planning, resourcing and implementing the necessary activities to support communication, 	See Inspection Priority 4 Above	AMBER

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its communication and engagement activity.					<p>engagement and participation.</p> <ul style="list-style-type: none"> Reviewed the Communications, Participation and Engagement Strategy ensuring that the Strategy sets out how the Partnership will engage with all stakeholders with actions to promote and enhance Participation and Engagement. The group will report regularly to the Strategic Planning Group and will provide annual progress reports through the Chief Officer to the IJB. 		
8. The partnership should review its structures and processes for management, strategic planning and governance to ensure the structure is fit for purpose.	1. Review purpose and remit of all strategy groups /committees/ localities groups and communicate with wider stakeholders	IP 02,16 ,36	Chief Officer	31 March 2020	<ul style="list-style-type: none"> Senior Management, Leadership and Strategic Planning arrangements are currently being reviewed – a suggested schematic will be discussed at EMT by the end of January 2020 with a view to discussing with Executive Officers from Parent Bodies. Any changes to current structures will require having HR and Professional/Union input via an agreed transitional and organisational change process. Chief Officer's report to IJB 17 December 2019. Refreshed arrangements for Strategic Planning will create more dynamic strategy groups reporting directly to the refreshed Strategic Planning and Commissioning Group. The strategic business and governance of such will 	New structure in place. There will be evidence of improved leadership and governance allowing for effective delivery of the SCP.	AMBER

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					<p>be lead via EMT until all strategic groups are in place.</p> <ul style="list-style-type: none"> We are reviewing Clinical, Care and Professional Governance (CCPG) arrangements. A review of current structures and CCPG arenas will commence by mid November 2019. The Business Planning & Performance Service Manager is currently developing an overarching corporate performance framework. Operational performance will be monitored through performance frameworks developed by the new Strategy Groups and at Locality delivery level. There has already been substantial work completed towards this end via the previous Strategic Programme Boards. This will be a priority area of work for identified Programme and Project Managers to support. Further capacity for programme /project management needs to be identified. 	<p>EMT adhering to recommendations from review and appropriate CCPG arrangements in place with monitoring and reporting to CCPG Committee. This will ensure that there is safe and effective Health and Social Care provision.</p>	
9. The partnership should invest in the development and support of the IJB members.	<ol style="list-style-type: none"> Improved communication, training, consultation and engagement. Enhanced information sharing to all the board to 	IP04	Chief Officer with support from Business Planning and Performance Service Manager	31 st March 2020	<ul style="list-style-type: none"> Director for Integration from Scottish Government is to provide support to Chief Officer and Partnership. And is delivering a session to IJB on roles, responsibilities and governance arrangements in integration authorities. 	<p>The IJB is working effectively as a governing body and IJB members feel supported and able to fulfil their roles.</p> <p>Yearly survey of IJB</p>	AMBER

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	fulfil its governance role.				<ul style="list-style-type: none"> The Chief Officer will support the new chair with a development needs analysis to be developed for new IJB members identifying what training / development needs/ induction are required to be supported. 	<p>members of effectiveness of IJB business via self assessment against the scheme of integration – including monitoring the use of Directions.</p> <p>A learning and development plan is in place for IJB members and this is regularly monitored by the IJB Chair.</p>	