



**PERTH & KINROSS HEALTH & SOCIAL CARE PARTNERSHIP
PARTNERSHIP IMPROVEMENT PLAN - PROGRESS REPORT**

Priority Levels:
1 – Critical
2 – Necessary
3 – Dependent on Partners

Red	Not on track with major issues	Amber	On track with minor issues
Green	On track	Blue	Complete

Area	Ref.	IP No.	RO	Source	Action	Update - March 2023	Priority Level as at July 22	Revised Priority Level as at March 23	Date for Completion as at March 23	Date for Completion as at August 22	RAG as at March 23	RAG as at July 22
1. LEADERSHIP, CULTURE AND VALUES	1	IP01	CO	MSG	How effective is the IJB Board? Undertake a self-assessment of performance against the PKIJB Integration Scheme with IJB members and Executive Management Team to provide improved understanding of the IJB's role and remit.	Since this action was developed the integration scheme has been reviewed and revised with final approval obtained at end of June 2022. It is envisaged that the timescale for a Self-Evaluation against the revised scheme should allow sufficient time for the new scheme to become embedded. There are workshops commenced in relation to the operation of the new scheme involving all IJBs in respect of lead partner services and a new Directions Policy approved by the IJB. A revised timescale for this action would now realistically be by September 2023.	2	2	30 September 2023	30 September 2022	Green	Green
	2	IP03	CO	MSG	Implement a Leadership Development Program focused on Collaborative Practice	The HSCP senior management team have undergone Insights Discovery and development sessions in Autumn 2022. It is envisaged that this will also be cascaded to Service Managers over the course of 2023.	2	2	31 December 2023	31 March 2023	Green	Green
	3	IP41	CO	AGS 2021/22	Ongoing development of culture, ethos and professional practice to ensure we continue to be the best we can be.	A series of 5 Perth and Kinross Offer Sessions have been delivered led by the Chief Officer focusing on values based leadership and behaviours. These have been extremely well evaluated and will be developed further over 2023/24. What Matters to You? events and Locality Integrated Working development sessions are contributing to our positive culture and ethos relating to ambition, compassion and integrity.	2	2	31 March 2024	31 March 2023	Green	Green
2. STAKEHOLDER ENGAGEMENT	4	IP09	H of ASCSW	MSG/JI	Effective Communication with our Public: Development of a coordinated approach to communication and marketing supported by dedicated expertise, ensuring that the effectiveness of the approach developed is evaluated in terms of its impact.	This action will be superseded by the introduction of an integrated senior management structure and the introduction of a communications protocol and Service Level Agreement with the Communications Teams in NHS Tayside and Perth and Kinross Council.	2	2	30 June 2023	01 September 2022	Amber	Amber
	5	IP13	H of ASCSW	JJ	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. This should include co-producing a market facilitation plan.	The timeline for completion of this action has been revised to tie in with the preparation of the draft revised Strategic Commissioning Plan, anticipated for April/May 2023.	2	2	31 May 2023	30 September 2022	Green	Amber
	6	IP42	H of ASCSW	AGS 2021/22	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.	This action is ongoing. However, Heads of service and represented on the CPP and linked in with ongoing locality working multi-disciplinary teams development work being led by the Communities service. We have agreed to join up engagement work where applicable and continue to contribute to the LOIP and CLD plans and associated activities.	2	2	31 March 2023	31 March 2023	Amber	Green
3. VISION, DIRECTION AND PURPOSE	7	IP14	CO	MSG/JI	Development of our next five-year Strategic Commissioning Plan will set a shared vision (with statutory partners) and clear priorities which align our collective and collaborative activity ensuring that SMART objectives are used appropriately to drive improvements in outcomes. Progress against implementation should be systemic and routine to ensure robust prioritisation is undertaken bearing in mind short and long term goals	Action Complete. Progress on actions within the various Strategic Delivery Plans are systematically reported to IJB/A&PC. The Strategic Commissioning Plan is currently under review with this expected to come to IJB later this year.	2	2	-	31 July 2022	Blue	Green
	8	IP15	H of ASCSW / H of Health	MSG/JI	Measuring our performance: Develop a 'measure what you value rather than value what you measure' approach aligned to the refreshed strategic plan with accountability arrangements in place to deliver integrated performance reporting and review making best use of available data/benchmarking, including at locality level, to identify areas of service improvement.	The IJB have approved 3 Performance Management Frameworks (PMF) which are outcome focussed and underpin the delivery of Care Group Strategies. The A&PC will receive KPI reports for the first 2 approved PMFs in March 2023. This will be followed by further routine care report reporting to Committee. Further PMFs are being developed for Primary Care and Carers. These too will, in time, be reported to Committee and this continues the growth in the breadth of performance management and reporting. It is recognised that PMFs will need to be further developed. This is a routine element of our developing approach to measuring what is valuable rather than valuing what is measured. A further proposal outlining future reporting schedules for Committee, EMT, Care Group and Service level is being developed. This will form the basis of our overarching Performance Management Framework.	1	1	ongoing	ongoing	Green	Green
	9	IP20	CO	JJ	Conduct regular reviews of priorities bearing in mind emerging issues being prepared to reorganise, reprioritise and reallocate capacity from lower level priorities or secure additional resource which can avoid or reduce future risks.	Action complete.	1	1	-	30 October 2022	Blue	Green
	10	IP21	H of ASCSW / H of Health	JJ	Take a systematic approach to reviewing and updating the partnership's strategic needs assessment bearing in mind the objectives of the Strategic Commissioning Plan.	Joint Strategic Needs Assessment activity ongoing with North Locality OP profile created, Policy team working with OP Programme Lead to take forward work across all user groups and localities.	2	2	30 October 2022	30 October 2022	Green	Amber
	11	IP43	CO	AGS 2021/22	Build better engagement, linkages and relationships with the Community Planning Partnership	HSCP management team are attending Community Planning Partnership meetings ensuring cohesion and good partnership working,	2	2	31 March 2023	31 March 2023	Green	Green
	12	IP44	CO	AGS 2021/22	Joint review of strategic planning processes encompassing Hosted Services and including consideration of performance reporting.	This action is ongoing.	2	2	31 March 2023	31 March 2023	Amber	Green



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4. DECISION MAKING	13	IP22	CO	MSG/JI	Develop an effective workforce plan linking organisational development, E-Health and Care Plans to encompass the needs of both partner bodies (NHS Tayside and Perth and Kinross Council)	Action Complete. The PKHSCP 3 Year workforce Plan was issued to the Scottish Government at the end of July 2022. Governance arrangements are now in place to support the monitoring and implementation of the plan.	1	1	31 July 2022	31 July 2022	Blue	Green
5. FINANCIAL CONTROLS	14	IP40	Interim CFO	External Audit 2020/21	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	Based on the latest financial position forecast, the IJB is expecting to hold general reserves to a level in line with the reserves policy. The reserves policy review is scheduled to be reviewed during 2023/24 and will be brought to the IJB for approval.	1	1	31 March 2023	31 March 2023	Green	Green
	15	IP54	Interim CFO	External Audit 2021/22	The Scottish Government's potential reclaim of surplus Covid reserves should be considered in terms of the accounting presentation in 2022-23 and the governance / IJB approval required.	The CFO network have sought advice from LASAAC on accounting presentation of the 2022/23 accounts and the Scottish Government for advice on the governance and approval required.	1	1	31 December 2022	31 December 2022	Red	Red
	30	IP53	Interim CFO	External Audit 2021/22	Wording in the revised integration scheme relating to proportionate risk sharing be reviewed to be more prescriptive.	Action complete. The revised integration scheme is now complete and the risk share is clearly stated as in proportion to the spending direction for each party.	1	1	30 September 2022	-	Blue	-
6. ORGANISATIONAL DEVELOPMENT	16	IP45	CO	AGS 2021/22 / Internal Audit Recommendation - Corporate Support	Complete Phase two of Corporate Support Review and in particular the functions related to capital/premises planning.	This action will be superseded by the introduction of an integrated senior management structure and the introduction of a communications protocol and Service Level Agreement with the Communications Teams in NHS Tayside and Perth and Kinross Council.	2	2	30 June 2023	-	Green	Green
7. INTERNAL CONTROLS	18	IP46	CO	AGS 2021/22	Provide training and development opportunities in relation to the revised PKIJB Integration Scheme and its implications.	This action is ongoing. A workshop took place on 30 January 2023 to which Chairs, Vice Chairs and Chief Officers of the three IJBs were invited. The aims were to: <ul style="list-style-type: none"> To gain a deeper understanding of the Integration Scheme To explore the role and responsibilities of the Integration Joint Board To consider the role of the Chief Officer and Lead Partner arrangements To highlight the operation of Directions To have an open discussion on cooperation and collaboration across the three Tayside IJBs and opportunities for improving governance A further session will be arranged in the Spring for all IJB Members.	2	2	31 May 2023	31 March 2023	Green	-
	19	IP47	CO	AGS 2021/22	With IJB Members review and update the risk management framework	A development session with IJB members to determine risk appetite is scheduled for March 15th 2023. Following the development session, the Executive Management Team will prepare a risk appetite statement incorporating the views, of IJB Members, gained through the development session. The refreshed risk appetite statement will then be presented to the IJB for approval on 21st June 2023.	2	2	30 June 2023	31 March 2023	Green	-
	20	IP48	CO	AGS 2021/22	Develop improved assurance reporting to the IJB on progress in achieving strategic plan objectives.	Regular updates on each of the Strategic Delivery Plans are scheduled into the IJB forward planner.	2	2	31 March 2023	31 March 2023	Green	Green
	21	IP56	CO	Internal Audit Recommendation - Corporate Support	Corporate Support Strategic Risk should be updated with actions in response to internal audit report.	The IJB's Corporate Support strategic risk has been updated and has since been archived. The Corporate support elements of the risk have now been incorporated into the Workforce strategic risk. Actions from the Corporate Support internal audit assignment will be included on the strategic risk improvement plan against the workforce risk.	2	2	-	30 September 2022	Blue	-



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8. REQUIRING COLLABORATION WITH STATUTORY PARTNERS	22	IP18	CO	MSG/JI	Ensure robust oversight of the implementation of the strategic delivery plan for Older People and Unscheduled Care taking into account fully delegated hospital services and large hospital set aside.	This action is ongoing.	3	3	30 October 2022	30 October 2022	Red	Green
	23	IP23	CO	MSG	Seek appropriate levels of Corporate support from Statutory Partners including organisational and workforce development.	This action is ongoing.	3	3	Ongoing	Ongoing	Green	Green
	24	IP25	H of ASCSW / H of Health	MSG/JI	Improve the effectiveness of the connection of PKHSCP planning with Statutory Body Strategic Planning (Transforming Tayside/ Perth & Kinross Offer)	Action Complete. Ongoing representation at all relevant groups and joint working in place as required.	3	3	-	30 October 2022	Blue	Amber
	25	IP36	CO	MSG/JI	With the governance and accountability structures of both statutory bodies, as well as those of the IJB, there is considerable duplication in reporting to potentially 5-6 different committees/forum/groups and thus great potential to explore a more integrated and efficient approach. We will review current arrangements and work with partners to explore the potential to reduce duplication.	Work is ongoing with the Executive Management Team to ensure a more efficient and integrated approach is taken with reporting to various fora.	3	3	31 March 2023	31 March 2023	Green	Green
	26	IP49	CO	AGS 2021/22	Clarify and reach agreement on the governance, accountability and resourcing arrangements of Mental Health Services across Tayside and the implications for PKIJB/PKHSCP as a result of the revised Integration Schemes	Perth and Kinross Integration Joint Board has the lead coordinating role for strategic planning and commissioning for inpatient mental health and learning disability services. It is clear however that Dundee and Angus IJBs also hold a duty to plan and commission for this delegated function. Collaboration, across Tayside, with P&K IJB is required along with NHS Tayside to deliver on these obligations. There are further plans in 2023 to bring together NHST and the 3 IJBs in a workshop to determine how this will be operationalised.	2	3	30 September 2023	31 March 2023	Green	Amber
	27	IP50	H of F&CS	AGS 2021/22	Review of Partner Body Anti-Fraud, Whistle Blowing and Information Governance policies and reach agreement on PKIJB responsibilities	Progress on this action has not yet commenced.	3	3	31 March 2023	31 March 2023	Amber	Green
	28	IP51	H of F&CS	AGS 2021/22	We will work with Perth & Kinross Council to conclude assurance arrangements to the IJB in relation to Care Governance	Action Complete. The provision of assurance to PKIJB from Perth and Kinross Council for operational Adult Social Work and Social Care services managed by PKHSCP is in place with reporting from the PKHSCP Clinical and Professional Governance Forum to the Scrutiny and Performance Committee commencing in April 2023. This will provide a formal mechanism for PKC to provide assurance to PKIJB that appropriate arrangements are in place.	3	3	31 March 2023	31 March 2023	Blue	-
	29	IP52	H of F&CS	AGS 2021/22	We will work with NHS Tayside to introduce assurance arrangements to the IJB for Inpatient Mental Health and Acute Medicine in relation to Clinical & Care Governance	This work is ongoing. For Inpatient Mental Health Services a new NHS Tayside Mental Health Clinical Governance Committee will meet monthly commencing in February 2023 covering inpatient Mental Health and Learning Disability Services amongst others. This Committee will report to NHS Tayside Care Governance Committee from April 2023. A further report will be provided to the Perth and Kinross IJB Audit and Performance Committee setting out how the new arrangements will assist the IJB to receive assurance from NHS Tayside.	3	3	31 May 2023	31 March 2023	Green	-
	17	IP55	CO	Internal Audit Recommendation - Corporate Support	Seek support from partners for structures that allow for both formal and more informal collaborative working to ensure appropriate corporate support is established and maintained. A formal agreement, such as the Memorandum of Understanding as referenced in the Integration Scheme should clearly outline the functions to be provided and any expected standard or general principles to be adhered to by all parties. It should also include monitoring and review processes, as well as a process for dispute resolution. A Corporate Services Forum should be established including appropriate membership from across all parties.	The need for such a forum and increased collaborative working in relation to Corporate Support has been identified as a priority by the Project Group overseeing the review of the Tayside Integration Schemes which includes senior representation for all partner bodies. It is therefore proposed that this recommendation be discussed with the Integration Project Group who have committed to develop a 2022/23 workplan for consideration of key commitments being made by both partners in the revised scheme and how these can be taken forward.	2	2	31 March 2023	-	Amber	-