



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

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



Area	IP No.	Resp. Officer	Source	Action	Update - August 2023	Priority Level	Date for Completion	RAG
1. LEADERSHIP, CULTURE AND VALUES Behaving with integrity, demonstrating strong commitment to ethical values and representing the rule of law	IP01	Chief Officer	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.	A self-assessment of performance against the revised integration scheme will be built into a future IJB development session. This will consider if there are any areas in the scheme with a lack of clarity, presenting difficulties, how well are we using Directions, etc. The IJB has regular development sessions with a full programme of activity including reflective learning and participating in lessons learned exercises and it has not yet been possible to prioritise this work.	2	30 Sep 23	Amber
	IP03	Chief Officer	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. Perth and Kinross Offer sessions have also taken place during 2022. What Matters to You? events are also being held with 12 more sessions approved.	2	31 Dec 23	Green
	IP46	Chief Officer	AGS 2021/22	Provide training and development opportunities in relation to the revised PKIJB Integration Scheme and its implications.	To build on the Tayside wide workshops which have taken place, a schedule will be produced for workshops for P&K IJB Members to gain a deeper understanding of the new Integration Scheme. Further Tayside wide workshop(s) will also be considered. A Chairs and Vice Chairs workshop took place in April 2023 on Making Integration Work and a Joint Workshop for all members of NHS Tayside Board and the three Tayside Integration Joint Boards will be held on 31 October 2023 with a focus on developing a Whole System Approach to Mental Health Services. Target date amended.	2	31 Dec 23	Amber
	IP41	Chief Officer	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 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 lead into a series of twelve What Matters to You? events and Locality Integrated Working development sessions. This commenced on 11 August 2023 with a presentation on What Matters to You? and the Perth and Kinross Offer to the Integration Joint Board and will culminate in a celebratory event in May 2024. This is contributing to our positive culture and ethos relating to ambition, compassion and integrity.	2	31 Mar 24	Green
	IP57	Chief Officer	AGS 2022/23	Develop and implement an improvement plan that ensures full and demonstrable compliance with the Public Sector Equality Duty.	Scheduled for completion in 2023-24	1	31 Mar 24	Green
2. STAKEHOLDER ENGAGEMENT Ensuring openness and comprehensive stakeholder engagement	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.	Scheduled for completion in 2023-24	2	31 Mar 23	Red
	IP13	H of ASCSW	Joint Inspection	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 coproducing a market facilitation plan.	First draft of the Market Facilitation Plan is complete. Multiple forums are in place that allow for an ongoing dialogue. Community engagement and consultation activity also contributes to a more iterative approach to developing new ideas in a coproduced manner. Extensive consultation is underway in relation to a refresh of the IJB Strategic Commissioning Plan and is due to complete in September 2024.	2	31 Dec 23	Green
	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.	Community engagement and consultation are key to sustaining this work, the HSCP has a limited dedicated resource to carry out this work continually. Additional resource would improve this area of work. The Transformation Programme of work may provide opportunities for additional resource. Extensive consultation is underway in relation to a refresh of the IJB Strategic Commissioning Plan and is due to complete in September 2024.	2	31 Mar 24	Amber
	IP58	Chief Officer	AGS 2022/23	Refresh of our Participation and Engagement Strategy to expand engagement, roles and the different sectors involved in Health & Social Care	Scheduled for IJB consideration in February 2024.	2	31 Mar 24	Green



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3. VISION, DIRECTION AND PURPOSE Defining outcomes in terms of sustainable economic, social and environmental benefits	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.	This action is ongoing and has been covered to a large extent in the KPIs supporting the Care Group Strategic Delivery Plans which are now reporting to the IJB Audit and Performance Committee. The roll out of Care Opinion and the focus on telling stories of user experience is enhancing our understanding of what is valued and works well for the people we serve. A comprehensive Performance Management Framework for the HSCP is now required.	1	Ongoing	Amber
	IP21	H of ASCSW / H of Health	Joint Inspection	Take a systematic approach to reviewing and updating the partnership's strategic needs assessment bearing in mind the objectives of the Strategic Commission Plan.	The draft Joint Strategic Needs Assessment is complete and has informed our consultation activity. Action complete.	2	30 Oct 22	Blue
	IP43	Chief Officer	AGS 2021/22	Build better engagement, linkages and relationships with the Community Planning Partnership	HSCP Heads of Service are attending Community Planning Partnership meetings ensuring cohesion and good partnership working. This action is now complete for the HSCP, however, the IJB has asked for formal linkages with the CPP to be explored.	2	31 Mar 23	Blue
	IP44	Chief Officer	AGS 2021/22	Joint review of strategic planning processes encompassing Hosted Services and including consideration of performance reporting.	The Strategic Commissioning Plan is currently being refreshed and a Strategic Needs Assessment will be carried out as part of this. The target date for completion of this action has therefore been amended to accommodate these pieces of work.	2	31 Dec 23	Amber
	IP59	H of ASCSW	AGS 2022/23	Refresh of our Strategic Commissioning Plan	Consultation activity which will inform the refresh is ongoing and will be completed end August, the refreshed Strategic Commissioning Plan is on track for completion November 2023.	1	31 Mar 24	Green
	IP60	Clinical Director	AGS 2022/23	Development of a P&K Primary Care Strategic Delivery Plan detailing the priorities required to achieve the objectives relating to our Strategic Commissioning Plan and connecting these actions to the Financial Framework.	This action is now complete.	2	21 Jun 23	Blue
	IP61	Clinical Director	AGS 2022/23	Development of a P&K Primary Care Premises Strategy setting out the current position, the challenges to ongoing sustainability and the vision for Primary Care Premises in Perth & Kinross.	This action is now complete.	2	21 Jun 23	Blue
	IP62	Chief Officer	AGS 2022/23	Re-establishment of the Transformation Board to deliver an appropriately robust governance structure which will provide approval, oversight, scrutiny and assurance on the significant health and social care transformation and improvement which is taking place.	This action is now complete. The Chief Officer will report on the priority areas for service redesign and transformation to the IJB by end of March 2024.	2	30 Jun 23	Blue
5. FINANCIAL CONTROLS	IP40	Interim Chief Finance Officer	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.	This action is ongoing and will be updated once the first financial position has been reported on in 2023/24.	1	31 Mar 23	Red
	IP54	Interim Chief Finance Officer	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.	This action is now complete.	1	31 Dec 22	Blue
	IP64	Interim Chief Finance Officer	AGS 2022/23	Undertake a review of the IJB's reserves policy.	This is scheduled to be considered by the IJB in November 2023.	2	31 Dec 23	Green
	IP65	Interim Chief Finance Officer	AGS 2022/23	Undertake a review of financial regulations.	This is scheduled to be considered by the IJB in November 2023.	2	31 Dec 23	Green



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6. ORGANISATIONAL DEVELOPMENT Delivering capacity within the organisation to deliver and transform	IP45	Chief Officer	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 finalisation 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. The communications Protocol is complete. Internal Audit activity underway in relation to premises and accommodation needs for the HSCP.	2	30 Jun 23	Red
7. INTERNAL CONTROLS Managing risk and performance through robust internal control and strong public financial management	IP46	Chief Officer	AGS 2021/22	Provide training and development opportunities in relation to the revised PKIJB Integration Scheme and its implications.	To build on the Tayside wide workshops which have taken place, a schedule will be produced for workshops for P&K IJB Members to gain a deeper understanding of the new Integration Scheme. Further Tayside wide workshop(s) will also be considered.	2	31 May 23	Red
	IP47	Chief Officer	AGS 2021/22	With IJB Members review and update the risk management framework	Following a successful IJB development session on Risk Appetite a further session is being arranged for later in 2023. Following formal approval by the IJB, a Perth and Kinross Risk Management Framework will be developed which will also be approved by the IJB, currently expected at the February 2024 meeting. This has meant the timescale for completion has been revised from June 2023 to March 2024.	2	31 Mar 24	Amber
	IP48	Chief Officer	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 now scheduled into the IJB forward planner. This action is now complete.	2	31 Mar 23	Blue
	IP66	Chief Officer	AGS 2022/23	Ensure greater clarity in the consideration of risks in IJB decision making.	Scheduled for completion in 2023-24	2	31 Mar 24	Green
	IP67	Chief Officer	AGS 2022/23	Establish a process for monitoring the implementation of Directions issued by the IJB.	Scheduled for completion in 2023-24	2	31 Mar 24	Green
	IP68	Chief Officer	AGS 2022/23	Production of an annual Strategic Risk Management Assurance report for consideration by the IJB.	Scheduled for completion in 2023-24	2	31 Mar 24	Green
	IP69	Chief Officer	AGS 2022/23	Seek clarification of the Memorandum of Understanding for the sharing of data with Perth & Kinross Council and NHS Tayside.	Scheduled for completion in 2023-24	2	31 Mar 24	Green
	IP70	Chief Officer	AGS 2022/23	Conduct a self-assessment to ensure P&K IJB are meeting their statutory obligations as a Category 1 responder.	Scheduled for completion in 2023-24	1	31 Mar 24	Green



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8. REQUIRING COLLABORATION WITH STATUTORY PARTNERS reliant on the leadership of NHS Tayside and Perth & Kinross Council as partners to the Integration Scheme	IP18	HoH	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.	An update on the Older People's Strategy will be considered by the IJB in September 2023.	3	30 Sep 23	Amber
	IP23	Chief Officer	MSG	Seek appropriate levels of Corporate support from Statutory Partners including organisational and workforce development.	This action is superseded by IP55.	3	Ongoing	Blue
	IP36	Chief Officer	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.	A review is ongoing with the Executive Management Team to ensure a more efficient and integrated approach is taken with reporting to various fora. An outcome is expected by the end of September 2023, target date amended to reflect this.	3	30 Sep 23	Amber
	IP49	Chief Officer	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	The Chief Officer of PKHSCP has the Lead Partner role for strategic planning and commissioning for inpatient mental health and learning disability services. However, it is the responsibility of the 3 Tayside IJB's 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.	3	30 Sep 23	Green
	IP50	Chief Officer	AGS 2021/22	Review of Partner Body Anti-Fraud and Information Governance policies and reach agreement on PKIJB member responsibilities	Scheduled for completion in 2023-24	3	31 Mar 23	Red
	IP52	Chief Officer	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	In relation to Inpatient Mental Health, this action will be superseded by actions by the IJB and the work which is taking place with the standing IJB agenda mental health item, where the professional and clinical leads for nursing and medicine Mental Health Leads for Nursing have been tasked to report back on improved CCG arrangements in Mental Health. This action is now complete with arrangements agreed via local Clinical and Care Governance Leads and Clinical Leads for Mental Health and NHS Tayside Care Governance Committee. Clarification on CCG assurance arrangements will be sought once this is received.	3	31 May 23	Blue
	IP55	Chief Officer	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.	A review of how this action can be completed will be undertaken in light of Leadership structure change in Perth and Kinross Council. The HSCP will engage in discussion with PKC ELT on 5 Sept.	3	30 Sep 23	Amber
	IP71	Chief Officer	AGS 2022/23	Improve the effectiveness of links with Partner bodies in relation to Strategic Planning.	Scheduled for completion in 2023-24	3	31 Mar 24	Green
	IP72	Chief Officer	AGS 2022/23	Ensure compliance with the NHS National Whistleblowing Standards.	Scheduled for completion in 2023-24. Actions taken to raise awareness of whistleblowing policy and procedures across the workforce. This will require annual refresh.	3	31 Dec 23	Green
	IP73	Chief Officer	AGS 2022/23	Review the appropriateness of the current arrangement where the Chief Officer also has the role of Chief Social Work Officer to ensure that independent professional leadership in this area is strengthened.	Scheduled for completion in 2023-24. With the agreement of the PKC Chief Executive, the CSWO role is to be located within new Council Structure and recruitment to the role commenced August 2023.	3	31 Dec 23	Blue



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9. SCRUTINY & ACCOUNTABILITY	IP63	Interim Chief Finance Officer and Head of ASC&SW Commissioning	AGS 2022/23	Conduct a self-assessment to ensure we are complying with the characteristics of Best Value in accordance with the Local Government in Scotland Act 2003 Best Value Guidance	Scheduled for completion in 2023-24	1	31 Mar 24	Green