

Ref.	BV Criteria	Evidence	Action / Improvement
1	The IJBs vision and strategic priorities are clearly communicated to its citizens, staff and other partners.	The Strategic Commissioning Plan (SCP) is accessible through the Perth and Kinross Health and Social Care Partnership website, <a href="https://www.pkc.gov.uk/health-and-social-care-integration">Health and Social Care Integration - Perth &amp; Kinross Council (pkc.gov.uk)</a> .	<p>As a result of the Self Assessment on Community Engagement, an action is being proposed in the updated SCP to:</p> <ol style="list-style-type: none"> <li>1. implement a continual cycle of community consultation and engagement, where feedback becomes integral.</li> <li>2. The information is clearer and more accessible.</li> </ol> <p>The plan due to be approved by the IJB in June 2024 has been written in a way which is more accessible and a plan on a page will accompany this along with an easy-read version post approval.</p>
2	There is a corporate approach to continuous improvement, with regular updating and monitoring of improvement plans.	<p>Progress against the core group of Health and Social Care integration indicators is reported to the Audit &amp; Performance Committee routinely. This includes comparisons to Scotland overall as well as Tayside and peer group of similar HSCPs.</p> <p>Strategic Delivery Plans for individual Care Groups have been approved by the IJB and progress made in delivering these plans is monitored regularly, including KPI reporting, to the Audit &amp; Performance Committee.</p>	<p>A new Performance Management Framework will be produced to support the delivery of the Strategic Plan once approved in June 2024. The aim is to ensure there is a performance driven approach and culture of using data to drive improvement. Assisting in the targeting of resources and celebrating success, ensuring an effective and efficient process and structure is put in place for the management and reporting of</p>

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		<p>The Care and Professional Governance Forum identifies areas for improvement through annual and exception reports from services, complaints, LAERS, SAERS and Significant Events Analyses and monitors implementation of improvement actions across the HSCP.</p> <p>The IJB has a <a href="#">Partnership Improvement Plan</a> in place. This plan incorporates all internal/external audit recommendations, actions identified from our annual review of governance or any improvement actions identified from external inspections or Scottish Government bodies, etc. Progress on the plan is reported to the Audit and Performance Committee where robust scrutiny is provided, promoting a continuous and transparent improvement culture.</p>	<p>performance for the Partnership and the IJB.</p> <p>The Partnership Improvement Plan will be refined in 2024 to ensure that there is a relevant, up to date set of manageable improvements which align with a deeper understanding of the current operating context.</p>
3	<p>The IJB and its partners agree on how the key elements of Best Value will contribute to achieving the commonly agreed local priorities and outcomes. These key elements include the need to:</p> <ul style="list-style-type: none"> <li>• secure continuous improvement, in particular for those services aligned to the IJBs priorities</li> <li>• provide customer- and citizen-focused public services, which meet the needs of diverse communities</li> </ul>	<p>The HSCP has a Partnership Improvement Plan which is reviewed and reported regularly by the IJB Audit and Performance Committee, this ensure s that there is a focus on continuous improvement and good governance, The HSCP contributed to Perth &amp; Kinross Council’s Best Value Review carried out by Audit Scotland and has included the recommendations within the improvement plan.</p>	<p>Financial Principles are used to support decision making, our aim is to review and recognise these principles with the updated SCP.</p>

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	<ul style="list-style-type: none"> <li>• achieve the best balance of cost and quality in delivering services (having regard to economy, efficiency, effectiveness and equalities)</li> <li>• contribute to sustainable development</li> <li>• encourage and support innovation and creativity.</li> </ul>	<p>The internal audit plan is closely aligned to the IJB/HSCP top strategic risks and includes services commissioned in pursuit of the IJB’s strategic objectives.</p> <p>The revised Strategic Needs Assessment carried out in 2023/4 was reported to the IJB in November 2023 and forms the basis of the Strategic Commissioning Plan and the data used to inform other strategic plans including the Council’s Corporate Plan, NHS Tayside’s Annual Delivery Plan and Strategic Plan (under development) and the LOIP. The IJB has committed to approving a new Co-Production &amp; Engagement Plan which will aim to ensure that the voices and needs of service users will be at the heart of service development.</p> <p>Our HSCP Clinical and Care Governance Arrangements take account of quality and performance and there is an agreed schedule of reporting across the year for all aspects of the HSCP business.</p> <p>The HSCP Transformation Programme includes a series of transformation projects which are focused on improving efficiency and redesign to meet the changing needs of our population.</p> <p>The implementation of service design and co-production has taken hold across the HSCP with exemplars nationally such as</p>	

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		<p>Together for Good Lives (HIS &amp; SG supported work with people attending day services for learning disabilities); working with people affected by autism and neuro-diversity in designing access to services.</p> <p>The IJB budgeting process has been participative with decisions firmly based on population data, performance information and cost-benefit analysis and a financial strategy set out in the IJB Budget papers on 20 March 2024.</p>	
4	<p>Members and senior managers communicate the approach to Best Value methodically throughout the IJB in terms that are relevant to its staff and set out clear expectations of them. The IJB has a positive culture in which its people understand its vision and objectives and how their efforts contribute to their achievement, and they are engaged with and committed to improvement.</p>	<p>The IJB is aware of the responsibilities associated with Best Value and this is covered in the induction and development opportunities for IJB members.</p> <p>The HSCP contributed to the Council's Best Value Assurance process and the most recent independent report highlighted that there had been a decline in the inspection gradings of care services commissioned by the HSCP on behalf of the Council and in line with the IJB strategic commissioning plan. This is now part of the ongoing support and improvement work led by our multi-agency care home oversight group and the contract and commissioning team.</p> <p>The HSCP takes part in the iMatter survey and consistently returns a high</p>	<p>An area for improvement identified is the inclusion of the extent to which reports (and decisions arising from them) relate explicitly to Best Value characteristics:</p> <ul style="list-style-type: none"> <li>• Vision and Leadership</li> <li>• Effective Partnerships</li> <li>• Governance and Accountability</li> <li>• Use of Resources</li> <li>• Equality</li> <li>• Sustainability</li> </ul> <p>A mechanism for relating reports to the IJB Strategic Plan, Equalities Duties and Best Value Characteristics will be included in the reporting format in order that this can be clearly understood and monitored.</p>

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		<p>engagement index of 79. Highlights include staff report being</p> <ul style="list-style-type: none"> <li>• Well Informed</li> <li>• Appropriately Trained and Developed</li> <li>• Involved in Decisions</li> <li>• Treated Fairly and Consistently, with Dignity and Respect, in an Environment where Diversity is Valued</li> <li>• Provided with a Continuously Improving and Safe Working Environment</li> </ul> <p>Staff are conscious of the importance of achieving best value in their work and are actively engaged in the budget setting process. They are aware of financial constraints and encouraged to think creatively about how they can reduce inefficiency and achieve results.</p> <p>The IJB can demonstrate taking informed and evidenced decisions which take account of costs and benefits.</p> <p>The commissioning strategy has led to decommissioning of services which are not value for money and recommissioning to achieve better outcomes for more people and in a more effective manner.</p>	
5	<p>Members and senior managers are self-aware. They commit to training and personal development to update and enhance their knowledge, skills, capacity and capabilities to deliver Best Value and</p>	<p>Reliance is placed on the established and documented systems of performance and development reviews embedded within each partner for all senior managers.</p>	<p>It is proposed that the IJB will undergo a self-assessment against the blue print for good governance in 2024/25 and through this identify a development plan.</p>

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	<p>perform their leadership roles, and they receive sufficient support to do so.</p>	<p>A Leadership Competency Framework was introduced in Perth &amp; Kinross Council to provide clarity on the skills and behaviours expected of leaders across the organisation.</p> <p>Development opportunities to support leaders to gain and build on their existing skills are available through the Leadership Competency Framework supporting documents. A 'Leadership for All' Programme has been introduced where all leaders can access training and mentoring to enhance their technical and interpersonal skills and support their wellbeing.</p> <p>A programme of IJB development sessions are arranged and content is agreed and reviewed by members regularly. There is a programme of training in place for IJB members.</p>	

**P&K Best Value Self-Assessment Action Plan**  
**Theme 2 – Governance and Accountability**

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6	<p>The IJB has a responsible attitude to managing risk, and business continuity plans (including civil contingencies and emergency plans) are in place to allow an effective and appropriate response to planned and unplanned events and circumstances.</p>	<p>The IJB approved the Tayside Risk Management Strategy along with partner bodies across Tayside. Strategic risks are monitored and managed locally via the Risk Management Framework. This includes routine reporting to the Executive Management Team and the Audit &amp; Performance Committee.</p> <p>Services have Business Continuity Plans in place and these are routinely reviewed. The HSCP maintains membership of the Local Resilience Partnership which supports the IJB's role as a Category 1 responder.</p> <p>The Support for People plan can be implemented in response to a Civil Contingency and a plan for evacuating care homes. This plan continues to be reviewed and updated as required after every incident. Regular training, local and regional, is available to volunteer Emergency Rest Centre Managers and staff.</p>	<p>The IJB risk appetite is currently being reviewed and projected for completion mid 2024/25. Following this the Local Risk Management Framework will be reviewed and updated accordingly.</p>
7	<p>Members and senior managers promote the highest standards of integrity and responsibility, establishing shared values, mutual trust and sound ethics across all activities. Effective procedures are in place to ensure that members and staff comply with relevant codes of conduct and policies. This includes ensuring that appropriate policies on fraud</p>	<p>The <a href="#">IJB Code of Conduct</a>, Register of Interests and Register of Gifts and Hospitality are in place for the IJB.</p> <p>Reliance is placed on each partner's arrangements for the investigation of fraud &amp; whistle blowing, anti-corruption, bribery procedures etc in place for partnership</p>	<p>An amendment to Perth &amp; Kinross Council's Whistleblowing policy is being sought to ensure HSCP staff employed by the local authority are aware of the National Whistleblowing Standards process</p>

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	<p>prevention, investigation and whistleblowing are established and implemented.</p>	<p>staff to report breaches of the IJB/partner's values.</p> <p>Policies are in place for Perth &amp; Kinross Council and NHS Tayside for fraud prevention and whistleblowing.</p> <p>NHS Tayside's policy and response plan for detected or suspected fraud is set out within NHS Tayside's Code of Corporate Governance, which provide guidance to NHS Tayside staff on the action which should be taken when fraud, theft or corruption is suspected.</p> <p>Procedures for HSCP staff employed by NHS Tayside for raising and handling whistleblowing concerns are detailed in the National Whistleblowing Standards.</p> <p>Perth and Kinross Council has a counter fraud and corruption strategy in place as well as a whistleblowing policy and anti-bribery policy.</p> <p>These policies and procedures are subject to regular update.</p>	<p>to raise whistleblowing concerns related to health services.</p>



## P&K Best Value Self-Assessment Action Plan

### Theme 3 – Effective Use of Resources

#### Performance Management

Ref	BV Criteria	Evidence	Action / Improvement
8	<p>Effective performance management arrangements are in place to promote the effective use of the IJBs resources. Performance is systematically measured across all areas of activity, and performance reports are regularly scrutinised by managers and elected members. The performance management system is effective in addressing areas of underperformance, identifying the scope for improvement and agreeing remedial action.</p> <p>There is a corporate approach to identifying, monitoring and reporting on improvement actions that will lead to continuous improvement in priority areas. Improvement actions are clearly articulated and include identifying responsible officers and target timelines.</p>	<p>Performance management of delegated services is reported through the Audit &amp; Performance Committee at each meeting of the committee (at least quarterly). This includes the core suite of integration indicators and directly links to improvement work being progressed through Care Group Strategic Delivery Plans. Progress against the delivery of these Deliver Plans is reported to the IJB and to the Audit &amp; Performance Committee (KPI reporting). This systemic reporting ensures performance and improvement is linked to strategy.</p>	<p>Development of a performance management framework linking planning, performance and risk management.</p> <p>This will include local targets for KPIs and identification of improvement actions will be identified.</p>
9	<p>The IJB seeks and takes account of feedback from citizens and service users on performance when developing improvement plans.</p>	<p>Feedback is collected using a number of methods. Mainly this is focussed via Care Opinion and via our internal Service User and Patient Experience Survey. This feedback provides the data required for a broad range of KPIs within each of our care group strategies. This links the feedback received to the improvement which are made.</p> <p>User feedback is included in the HSCP Contract Monitoring approach and annual reporting, this is used to evidence outcomes being met and that our strategic</p>	<p>Implementing monthly locality-based Community Engagement programme of work, allowing the opportunity for iterative feedback and engagement and embedding service redesign into an existing rolling programme of engagement activity.</p>

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		<p>direction and subsequent commissioning activity is meeting the needs of our communities.</p> <p>The recently refreshed Strategic Commissioning Plan involved a full community consultation, spanning three months and inclusive of multiple methodologies.</p>	

**P&K Best Value Self-Assessment Action Plan**  
**Theme 5 – Working with Communities**

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10	The IJB engages effectively with customers and communities by offering a range of communication channels, including innovative digital solutions and social media.	Within Perth & Kinross we use all social media channels available and appropriate to promote activity and engage our communities, but do acknowledge this is an area of improvement for us.	Require an updated HSCP website and dedicated resource that moderates and updates the HSCP and IJB online social media presence and activity.

**P&K Best Value Self-Assessment Action Plan**  
**Theme 7 – Fairness and Equality**

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11	<p>The IJB and its partners have an agreed action plan aimed at tackling inequality, poverty and addressing fairness issues identified in local communities.</p>	<p>The IJB is committed to engagement and has agreed to bring forward a Co-production and Engagement Framework for all of its work and within the HSCP. This will incorporate the ladder of engagement ensuring that the right approach is taken at the right time with the right people. This will ensure that there is appropriate participation and involvement in all aspects of the HSCP/ and IJB's work and address exclusion and inequality.</p> <p>As part of the HSCP leadership structure, there will be a senior manager designated as the Equalities lead for the HSCP. This is currently missing from the roles and remits of EMT.</p>	<p>An updated Coproduction and Engagement Framework will be approved by September 2024.</p> <p>Equalities Lead appointed by August 2024.</p>