

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

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

<b>Red</b>	Not on track with major issues	<b>Amber</b>	On track with minor issues
<b>Green</b>	On track	<b>Blue</b>	Complete

IP No.	RO	Action	Update - Jan 22	Update - Oct 21	Revised Priority Level as at Jan 22	Revised Priority Level as at Oct 21	Date for Completion as at Jan 22	Date for Completion as at Oct 21	RAG as at Jan 22	RAG as at Oct 21
<b>1. LEADERSHIP, CULTURE AND VALUES</b>										
IP01	CO	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.	Development Sessions have taken place with IJB Members to highlight their roles and responsibilities and induction guidance and training is provided to all new members. An annual programme of topic specific development sessions continue to be provided and specific sessions for public partners are being planned. The finalisation of the revised Integration Scheme is expected by June 2022 and this will provide a further development opportunity to refresh knowledge and understanding.	Work ongoing - sessions held with IJB Members and scheduled to take place with PKC Councillors - Project Team continues to meet and Project Lead reports regularly to Chief Executives. Development Sessions have taken place with IJB Members to highlight their roles and responsibilities and Induction Guidance and training is provided.		2		31 March 2022		Green
IP02	CO	Review of PKHSCP organisational structure and overall senior leadership capacity	The Chief Officer has determined that, following a review, the most appropriate, effective and efficient route to ensure Partnership increased capacity and resilience is for the current structure to be retained. Not advancing EMT or HSCP-wide restructure will enable Heads of Service to more swiftly put in place the necessary management capacity to support the delivery of Business As Usual, the Strategic Delivery plans and a range of new projects and initiatives. To support resilience, EMT and thereafter the IJB have now approved investment in additional resources.	In order to focus on building capacity below EMT level and to address an increasing number of temporary posts the Chief Officer is minded to not now progress this Senior Team restructure. The process of restructuring at EMT then IMT-level is likely to take us towards the timescale for the NCS legislation being considered. The Chief Officer is considering whether there is a greater risk in progressing the EMT restructure, than not and is minded to prioritise the need to build capacity and resilience at third-tier level and below in the next 6 months.		1	complete	31 March 2022	Complete	Amber
IP03	CO	Implement a Leadership Development Program focused on Collaborative Practice	Unfortunately due to the significant focus and priority that has had to be given to responding to the pandemic over the last 2 years this action has not progressed.	No further updates.		2	31 March 2023	31 March 2022		Amber
<b>2. STAKEHOLDER ENGAGEMENT</b>										
IP09	H of ASCSW	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.	Digital Marketing Officer has commenced employment, and is a key member of the PKHSCP Communications Group. They will link in with other communication resources across the HSCP and PKC/NHST to develop a co-ordinated approach to communications and marketing.	Further investment and skill development on Agenda for the next Communication, Engagement and Participation meeting on 12 November 2021		1	ongoing	01 January 2022	Green	Amber
IP11	H of F&CS	Effective engagement with PKC Elected members: embed a Health & Social Care Session into the PKC rolling program for elected members	A development session for newly elected members will be developed so that they can gain a full understanding of the IJB and the challenges being faced, including the implications of the Independent Review of Adult Social Care. EMT will take time in March 2022 to agree and develop the contents for the session. A session to support development of a PKC response to the National Care Service Consultation has been supported and a similar session is planned in respect of the review of the PKIJB Integration Scheme.	A development session for newly elected members will be developed so that they can gain a full understanding of the IJB and the challenges being faced, including the implications of the Independent Review of Adult Social Care. EMT are scheduled to take time in early January 2022 to agree and develop the contents for the session. A session to support development of a PKC response to the National Care Service Consultation has been supported in the meantime.		2		31 May 2022		Green
IP12	H of ASCSW	We will engage with local communities to co-design future services	Complete	This is an ongoing and iterative activity, as referred to in the July update, systems are in place regards centralising locality based engagement. In addition the Communication, Participation and Engagement Group will link to the work of the Strategic Planning Group, ensuring a broad range of consultation is undertaken.		1	complete	Ongoing	Complete	Green
IP13	H of ASCSW	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 Draft Market Facilitation Plan has been presented to the Strategic Planning Group and providers are engaging with us regarding the proposals. The final draft will go to EMT for approval in March 2022.	The Market Facilitation Plan is on the agenda for the next Strategic Planning Group on 23 November 2021		2	31 March 2022	30 November 2021		Amber
<b>3. VISION, DIRECTION AND PURPOSE</b>										
IP14	CO	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	We continue to progress through Remobilisation from Covid-19. In doing so, the actions taken are strongly linked to the IJBs Strategic Commissioning Plan objectives. Our 6 month performance report highlights this. Moving forward, as we implement new Strategic Delivery Plans for specific portfolios we will continue to report to the Scottish Government as required on a quarterly basis in respect of further remobilisation progress and this will be in tandem with performance reporting to Audit & Performance Committee.	We have reviewed and revised our Remobilisation Plan 3 and drafted the fourth iteration reflecting changes in demand and priority and with a focus on building resilience for the Winter months.		2		31 March 2022		Green
IP15	H of ASCSW / H of Health	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 Performance Framework for the Learning Disability/Autism Strategic Delivery Plan was approved by the IJB in February. A proposed performance framework for the Older Peoples Services will be incorporated in the Older Peoples Strategic Delivery Plan to be considered by the IJB for approval in March. Work is ongoing to develop the Community Mental Health Performance Framework. This work forms part of a rolling development programme to ensure that the IJB has a basis for measuring the success of its key strategic plans supporting delivery of the overall Strategic Commissioning Plan.	Meetings with leads for performance indicators have commenced. Additional comparator data has been added to the EMT Performance Report to enhance the richness of the information. Higher level information for operational reporting for localities has been clarified. Benchmarking Group is being established to ensure consistency re data collection and reduce duplication.		1		ongoing		Amber
IP16	H of ASCSW	How effective are our Strategy Groups? : Building on our Strategy Groups, review our planning and commissioning structures and leadership arrangements to ensure a strong connection to localities, and clear leadership arrangements to support capacity. This will be taken forward under the Strategic Planning Group which provides a balanced focus on all priorities and a mechanism for systematic review and monitoring using SMART principles	The development of a TOR that is applicable across all PKHSCP Strategy Groups is complete and out for consultation. These will be signed off by EMT by the end of March 2022.	Terms of Reference for Strategy groups will be produced by the end of November 2021		1	31 March 2022	30 November 2021		Amber

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IP17	H of ASCSW / H of F&CS	Ensure greater priority on evaluating impact of strategies and plans including - Putting in place a systematic approach to involve stakeholders. - Effectively evaluating specific developments and initiatives to determine their impact on improving outcomes and to inform future strategy.	Ongoing process is embedded both through the mechanism of the Strategy Groups, the Strategic Planning Group and also through commissioning activity, contractual monitoring, logic modelling and annual reviews (The Commissioning Cycle). This together with the continuing development of Performance Frameworks as noted in IP15 will ensure that both qualitative and quantitative information will be reviewed to evaluate the impact of our strategies.	Each service user group has an aligned Strategy and associated Action Plan which have specific timescales for activity identified, which in turn is reviewed by the Strategy Group membership, this will include the independent sector, carers and service users or service user representatives. Strategy groups will look at all relevant developments, whether they are local or national and work to implement and improve service delivery based on this information. Strategy groups are designed to ensure reciprocity of knowledge and information and to ensure a co-produced approach to our work.		1	complete	Ongoing	Complete	Green
IP20	CO	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.	Strategic Delivery plans for Autism & LD and Older People will be considered at IJB meetings in February and March. The plan for Drug & Alcohol was approved by the Alcohol & Drug Partnership and has been considered by the IJB. Due to capacity issues the Primary Care plan has not yet been developed but will be considered in light of potential additional funding through the Scottish Government settlement.	To refocus our priorities in light of Covid and to begin to look towards a three-year plan and financial plan we are developing high-level Strategic Delivery Plans for care groups. This will redefine our priorities and require the allocation of staff resource, or additional capacity to advance these plans.		1	30 October 2022	31 March 2022		Amber
IP21	H of ASCSW / H of Health	Take a systematic approach to reviewing and updating the partnership's strategic needs assessment bearing in mind the objectives of the Strategic Commission Plan.	A Joint Strategic Needs Assessment is being undertaken to ensure that strategic planning across the partnership takes cognisance of demographic change, service transformation, and influences the formation of all strategic documentation. This has been completed in part for the recently approved Community Mental Health Strategy and is now focused on Older People data, both quantitative and qualitative, this is in its early stages but will provide the data necessary to inform the design and implementation of an Older People Strategy. The lessons learned from the development of the Mental Health Strategy and the Older People Strategy will then be used to formalise the partnership approach to be used in future.	Joint Strategic Needs Assessment is progressing. Working groups have been established to complete the Strategic Delivery Plans for Older People, Mental Health and Wellbeing, and Autism and Learning Disability. Governance re Older People's Strategy is being established.		2	30 October 2022	31 December 2021		Amber
<b>4. DECISION MAKING</b>										
IP22	H of F&CS	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)	PKHSCP continue to develop the 3 Year Workforce Plan. The Scottish Government have extended the date for submission of HSCP Workforce Plans from 31st March 2022 to 31 July 2022.	Good progress has been made on the preparation of our 3 Year Workforce Plan. A refreshed Workforce Planning Group has been established. Corporate resources have been reprioritised to support the production of the plan, initially around working with various data to identify the current and predicted gap in resources per staff grouping. Work has started on Phase 2 which entails professional leads and relevant staff reviewing the data and developing proposals to address the gap on a local, regional and national level. In order to support these discussions a Development Group for professional leads has been established to provide support and ensure that progress continues at pace to meet the 31 March 2022 submission deadline.		1		31 March 2022		Green
<b>5. FINANCIAL CONTROLS</b>										
IP26	H of F&CS	Create integrated budgets to support improved planning of services and ensure devolution to locality level.	The integrated financial frameworks for Mental Health and Learning Disabilities have been approved by the IJB as part of their consideration of the relevant Strategies in recent months. The integrated Older Peoples Financial Framework will be considered by the IJB when it considers the Older Peoples Strategic Delivery Plan in March 2022.	Draft 3 Year Financial Frameworks for Older People, Mental Health and Learning Disabilities are under development and are due to be shared with the IJB Budget Review Group in November/December prior to inclusion in the 3 Year Financial Plan.		2		31 March 2022		Green
<b>6. INTERNAL CONTROLS</b>										
IP32	H of F&CS	Embed the routine issue of Directions as part of normal business process and ensure appropriate learning from other integration authorities	Complete	Routine review now embedded and Directions issued as required. Use of Directions Tayside wide is being considered as part of the Tayside wide review of the Integration Scheme.		2	complete	31 March 2022	Complete	Green
<b>REQUIRING COLLABORATION WITH STATUTORY PARTNERS</b>										
IP18	CO	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.	The Older People Strategic Delivery Plan 2022:2025 is due to be considered by the IJB in March 2022. It is anticipated that this will set out significant investment in additional staff to respond to increases in demand. However the success of the implementation of this Strategic Delivery Plan will be dependent on success in recruitment which will be dependent on appropriate and fair 'shifting the balance of care' funding being released over the 3 year period.	The emerging Older People's Strategic Delivery Plan highlights the reduction in occupied bed days we have achieved against the demographic challenges we are facing and identifies the need for 'shifting the balance' funding to be released to support further transformation, reduce the demands on acute hospital and deliver further improvement against key indicators.		3		31 March 2022		Amber
IP23	CO	Seek appropriate levels of Corporate support from Statutory Partners including organisational and workforce development.	A rapid review of Corporate Support has been undertaken across key pressure areas. EMT have now approved investment in a number of additional posts to enhance capacity across performance and planning. Necessary resource for workforce planning has been identified in the short term and any need for longer term support will be considered on completion of the 3 Year Workforce Plan. A number of areas not included in the rapid review (capital planning, communications, clinical care professional governance) will be taken forward during 2022/23.	This has not been able to be achieved, except for HR input into Workforce Planning Group and we will need to invest in Corporate Services capacity as well as operational management in order to support the Strategic Delivery Plans and three-year planning.		3	Ongoing	Ongoing	Green	Amber
IP25	H of ASCSW / H of Health	Improve the effectiveness of the connection of PKHSCP planning with Statutory Body Strategic Planning (Transforming Tayside/ Perth & Kinross Offer)	HSCP is represented on the Community Planning Partnership and associated working groups. HSCP also contributing to the ongoing development and implementation of the P and K Offer through representation on working groups including the P and K Offer Employee Experience, contributing to the values and behavioural framework supporting the offer, embedding these in practice and providing real life examples of the Offer in action. We have also strengthened our links to Tayside-wide programme boards such as Planned Care and Unscheduled Care as well as Urgent Care.	No further updates.		3	30 October 2022	31 March 2022		Amber

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IP29	H of F&CS	Agree risk sharing arrangements between statutory partners	Significant support has been provided to statutory partners over the last 6 months in their consideration of PKUB Integration Scheme Financial Risk Sharing arrangements. At this point it is not known whether a change to the current arrangements will be agreed by NHS Tayside and PKC Executive Teams.	The Project Group chaired by Vivienne Davidson on behalf of all parties continues to meet on a monthly basis. The review of financial risk sharing arrangements across Tayside is being actively progressed by the Head of Finance PKC and Director of Finance NHS Tayside.		3		31 March 2022		Green
IP36	CO	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	Significant work has been undertaken by NHS Tayside and by PKHSCP to improve the effectiveness and efficiency of Clinical Care Governance reporting. This was an area of concern that has now been resolved and will be kept under ongoing review. Other areas where such further clarification is being pursued include primary care. It is therefore proposed that the date for completion be changed to 31/3/23.	No further updates.		3	31 March 2023	31 March 2022		Amber
IP39	CO	Clarify the governance and accountability arrangements in respect of Inpatient Mental Health Services	This continues to be advanced by the Chief Executives of NHS Tayside, 3 Local Authorities through the review of the Integration Scheme.	This is being advanced in the context of the review of the Integration Scheme.		3		31 March 2022		Amber