

**PERTH & KINROSS HEALTH AND SOCIAL CARE PARTNERSHIP**  
**STRATEGIC RISK IMPROVEMENT ACTION PLAN**



ACTION		RESPONSIBLE	STATUS	TARGET DATE	IMPROVEMENT TYPE	RAG	UPDATE
<b>SR01 - FINANCIAL RESOURCES: There are insufficient financial resources to deliver the objectives of the Strategic Plan.</b>							
1a	Timetable of Joint Engagement meetings with key stakeholders (PKC Head of Finance, NHST Director of Finance, Chief Executives)	Chief Officer	In Progress	31/03/21	Improve existing control	Amber	
1b	Development of 3 Year Strategic Delivery and Financial Plan for 2022/23:2024/25. This will be developed across 5 priority areas: Older People, Mental Health, Drug and Alcohol, Learning Disabilities and Primary Care. This will include the review of current approved plans, analysis of Covid-19 impact, remobilisation requirements and the inclusion of Scottish Government priorities and any associated additional funding.	Heads of Service	In Progress	28/02/22	New Control	Green	
<b>SR02 - WORKFORCE: As a result of our ageing workforce, difficulties in recruiting suitably skilled and experienced staff in some areas, and the impact of COVID-19, there is a risk that the Partnership will be unable to maintain its workforce appropriately leading to unsustainable services.</b>							
2a	See 4a below.	Heads of Service	In Progress	30/09/22	New Control	Green	
2b	See 4b below.	Heads of Service	In Progress	01/07/21	New Control	Green	
2c	Development of 2021/22 Interim PKHSCP Workforce Plan	Heads of Service	Complete	30/04/21	Improve existing control	Blue	
2d	Development of 3 year 2022/25 PKHSCP Workforce Plan	Heads of Service	In Progress	31/03/22	Improve existing control	Green	
<b>SR03 - SAFE WORKING: There is a risk that COVID-19 restrictions on safe working practice and social distancing leads to a reduction in service provision inhibiting the ability of the Partnership to achieve its strategic aims.</b>							
3a	We will work with statutory partners to identify and implement, to the greatest extent possible, infrastructure improvements to ensure that capacity and demand can be managed safely and in accordance with the achievement of our Strategic ambitions	Heads of Service	Not Started	31/12/21	New Control	Green	
3b	Produce a Perth & Kinross HSCP Premises Strategy to address accommodation needs across the organisation for the short, medium and long term.	Heads of Service	Not Started	30/06/22	New Control	Green	
<b>SR04 - SUSTAINABLE CAPACITY AND FLOW: As a result of the demographics of the people who use our services in Perth and Kinross and the impact of COVID-19 on our population there is a risk of 'capacity and flow' within our services being unsustainable.</b>							
4a	Implement short, medium and long term actions indentified through the MFE & Community Contingency Plan.	Heads of Service	In Progress	30/09/22	New Control	Green	
4b	Implement contingency measures which seek to make best use of available senior clinical leadership.	Heads of Service	In Progress	01/07/21	New Control	Green	
4c	Development of 3 Year Strategic Delivery Plan for for Older People's Services. This will seek to address issues that demogrphic growth presents and ensure capacity across the system is sufficiently robust.	Heads of Service	In Progress	28/02/22	New Control	Green	
<b>SR05 - SUSTAINABLE DIGITAL SOLUTIONS: As a result of being insufficiently digitally enabled or integrated there is a risk that the Partnership will not to be able to adapt effectively and efficiently to deliver new models of working.</b>							
5a	Develop an appropriate governance framework for the delivery of the TEC / Digital agenda across the partnership.	TEC/Digital Strategy Group	Complete	-	Improve existing control	Blue	
5b	Develop engagement strategy to ensure patient and service user needs are addressed in respect to any/all technology based developments.	TEC/Digital Strategy Group	In Progress	31/05/22	New Control	Green	
5c	Consult and engage with our staff to understand their technological needs so as to maximise efficiency and facilitate effective ways of joint working.	TEC/Digital Strategy Group	In Progress	31/05/24	New Control	Green	
5d	Develop Business Case and 3 year plan to transition from analogue to digital solutions for telehealth/telecare.	TEC/Digital Strategy Group	In Progress	31/05/24	New Control	Green	
<b>SR07 - INSUFFICIENT PREPAREDNESS FOR FUTURE COVID-19 (OR OTHER PANDEMIC) PRESSURES: Due to the scale of future COVID-19 outbreaks being unknown, there is a risk that preparations to sustain service provision will be insufficient.</b>							
7a	Review COVID Command Structure, taking lessons learnt from pandemic are taken into account, to ensure robust systems and processes are in place.	Chief Officer	Complete	-	Improve existing control	Blue	
<b>SR08 - WIDENING HEALTH INEQUALITIES: As a consequence of COVID-19 there is a risk that health inequalities widen significantly.</b>							
8a	Work worth community planning partners to reach hard to reach group mitigating health inequalities	Interim Head of Adult Social Care (Commissioning)	In Progress	31/03/22	New control	Green	
8b	Develop an Integrated Resource Framework (IRF) to enable us to understand health and social care inequalities across each locality and enable informed strategic decision making.	Head of Finance & Corporate Services	In Progress	31/03/22	New control	Green	
<b>SR09 - LEADERSHIP TEAM CAPACITY: As a result of insufficient capacity in the Leadership Team there is a risk that the clear direction and leadership required to achieve the vision for integration is not achieved.</b>							
9a	Review of PKHSCP Management Structure to sustainably increase Strategic Planning and Performance Leadership and supporting capacity.	Chief Officer	In Progress	31/10/21	Improve existing controls	Green	
<b>SR10 - CORPORATE SUPPORT: As a result of insufficient Corporate staff resource there is a risk that functions (such as improvement and project support, robust administration as well as core corporate duties such as performance, risk management, strategic planning, governance and audit) will be unable to deliver as required to achieve strategic objectives.</b>							
10a	Chief Officer to work with the EMT to progress a restructure of the HSCP that will seek to ensure adequate capacity across the organisation to improve functioning and effectiveness and address identified capacity shortfalls, within available finance.	Chief Officer	In Progress	31/10/21	New control	Green	

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<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

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<b>SR11 - PRIMARY CARE: As a result of insufficient suitable and sustainable premises, and a lack of available national and cross-system flow of financial support, there is a risk that we will not be able to provide, within the legislative timeframe, the necessary services as defined within the 2018 General Medical Services Contract.</b>							
11a	See 3b above.	Heads of Service	In Progress	30/06/22	Improve existing controls	Green	
11b	Development of 3 Year Strategic Delivery Plan for 2022/23:2024/25 for Primary Care. This will also address the further implementation of wider services in support of the GMS contract.	Heads of Service	In Progress	28/02/22	New Control	Green	
<b>SR13 - INPATIENT MENTAL HEALTH SERVICES: There is a risk that due to the complexity of the governance arrangements for Inpatient Mental Health Services Perth and Kinross IJB will not be able to meet its Strategic Planning responsibilities.</b>							
13a	Review of Integration Scheme	NHST/PKC	In Progress	31/03/22	Improve existing controls	Amber	
13b	Following approval in principle of the Tayside Mental Health Strategy by Tayside HSCP's bring forward Strategic Delivery Plan and supporting Financial Framework	NHST/3 Chief Officers	In Progress	30/09/21	New control	Green	