

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



Appendix 2

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

ACTION	RESPONSIBLE	STATUS	TARGET DATE	IMPROVEMENT TYPE	RAG	REVIEW DATE	MOVEMENT	
SR01 - FINANCIAL RESOURCES: There are insufficient financial resources to deliver the objectives of the Strategic Plan.								
1a	Timetable of Joint Engagement meetings with key stakeholders (PKC Head of Finance, NHST Director of Finance, Chief Executives)	Chief Officer/CEs of PKC & NHST	Part Complete / In Progress	31/10/21	Improve existing control	Red	27/01/22	
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	31/03/22	New Control	Amber	27/01/22	
1c	Agree risk sharing arrangements between statutory partners.	Head of Finance & Corporate Services	In Progress	31/03/22	New Control	Amber	27/01/22	
1d	In partnership with NHS Tayside and the 3 IJB's, develop an affordable long term financial framework for Mental Health functions across Tayside including a jointly agreed approach to bridging finance.	NHST DoF / 3 IJB CFO's	In Progress	31/03/22	Improve existing control	Red	-	-
1e	Review the role of medicines management governance in Tayside and the role of HSCP's/IJB's therein to ensure that new SMC approved medicines for Primary Care are not approved locally without the necessary budgetary provision being agreed.	David Coulson. Stuart Lyall 3 IJB CFO's	In Progress	30/06/22	New Control	Green	-	-
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.								
2a	Development of 3 year 2022/25 PKHSCP Workforce Plan	Chief Officer	In Progress	30/06/22	Improve existing control	Green	27/01/22	
2b	Implementation of P&K Mental Health & Wellbeing Strategy - Key Theme 5.1 - Review of Workforce Requirements	Heads of Service	In Progress	30/04/22	New Control	Blue	27/01/22	
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.								
3a	Produce a Perth & Kinross HSCP Accommodation Strategy to address infrastructure needs across the organisation for the short, medium and long term to ensure that capacity and demand can be managed safely and in accordance with the achievement of our Strategic ambitions	Chief Officer	In Progress	31/12/21	New Control	Red	27/01/22	
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.								
4a	Development of 3 Year Strategic Delivery Plan for Older People's Services. This will seek to address issues that demographic growth presents and ensure capacity across the system is sufficiently robust.	Heads of Service	In Progress	30/03/22	New Control	Green	27/01/22	
4b	Produce and implement a revised preferred model of delivery for Care at Home services.	Interim Head of Adult Social Care (Commissioning)	In Progress	31/07/22	New Control	Green	27/01/22	
4c	Implementation of P&K Mental Health & Wellbeing Strategy - Key Theme 2.2 - Access to Mental Health Services and Support	Heads of Service	In Progress	31/03/22	New Control	Blue	27/01/22	
SR05 - SUSTAINABLE DIGITAL SOLUTIONS: As a result of being insufficiently digitally enabled or integrated there is a risk that the Partnership will not be able to adapt effectively and efficiently to deliver new models of working.								
5b	Develop engagement strategy to ensure patient and service user needs are addressed in respect to any/all technology based developments.	Acting Head of Service ASWSC Operations	In Progress	31/05/22	New Control	Green	27/01/22	
5c	Consult and engage with our staff to understand their technological needs so as to maximise efficiency and facilitate effective ways of joint working.	Acting Head of Service ASWSC Operations	In Progress	31/05/24	New Control	Green	27/01/22	
5d	Develop Business Case and 3 year plan to transition from analogue to digital solutions for telehealth/telecare.	Acting Head of Service ASWSC Operations	In Progress	31/05/24	New Control	Green	27/01/22	
5e	Regular reporting from Digital Steering Group to EMT to be agreed and implemented.	Acting Head of Service ASWSC Operations	In Progress	30/04/22	New Control	Green	27/01/22	
SR06 - VIABILITY OF EXTERNAL PROVIDERS: As a result of social care market conditions, availability of services, and COVID-19, there is a risk that external providers of care will not be able to meet people's assessed needs in the most appropriate way.								
6a	Produce and implement a revised preferred model of delivery for Care at Home services.	Interim Head of Adult Social Care (Commissioning)	In Progress	31/07/22	New Control	Green	27/01/22	

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SR08 - WIDENING HEALTH INEQUALITIES: As a consequence of COVID-19 there is a risk that health inequalities widen significantly.							
8a	Work with 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	27/01/22
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	Red	27/01/22
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.							
9a	Review of PKHSCP Service Management Structure to sustainably increase leadership capacity including Strategic Planning and Performance	Chief Officer	Complete	31/10/21	Improve existing controls	Blue	27/01/22
9b	Review of service management support to all Heads of Service to ensure sufficient capacity and protect resilience.	Heads of Service / Head of Finance & Corporate Services	In Progress	31/03/22	Improve existing controls	Amber	27/01/22
9c	Develop and appropriately resource leadership arrangements to support the development of a Mental Health Strategic Delivery Plan for delegated functions across Tayside that are consistent with the revised Integration Scheme and that effectively mitigate the material risk that emerges from the split of responsibility for strategic planning from operational management.	NHST/PKC CE's / IJB Chairs / IJB CO's	In Progress	31/03/22	Improve existing controls	Amber	-
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.							
10c	Finalise rapid review of Corporate Support and identify an appropriate funding solution as required to ensure sustainable corporate services for inclusion in the Draft 2022/23 Financial Plan	Head of Finance & Corporate Services	Complete	31/12/21	New control	Blue	27/01/22
10d	With HR support from both parties implement outcomes of Corporate Support review to ensure necessary capacity in place at the earliest opportunity	Head of Finance & Corporate Services / HR	In Progress	28/02/22	Improve existing controls	Red	27/01/22
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.							
11a	Produce a Perth and Kinross Primary Care Premises Strategy which identifies our premises needs for the short, medium and long term.	Clinical Director	In Progress	30/06/22	Improve existing controls	Green	27/01/22
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	31/03/22	New Control	Amber	27/01/22
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.							
13a	Review of Integration Scheme	NHST/PKC	In Progress	31/03/22	Improve existing controls	Amber	27/01/2022
13b	Following approval in principle of the Tayside Mental Health Strategy by Tayside HSCP's bring forward Strategic Delivery Plan.	NHST/3 Chief Officers	In Progress	31/03/22	New control	Red	27/01/2022
SR14 - PARTNERSHIP PREMISES: Due to a lack of sustainable and suitable premises within which Health and Social Care Services can be delivered, there is a risk that services will be displaced without appropriate alternative accommodation having been developed or identified, resulting in a reduction in service capacity, reduced outcomes of patients and service users and a reduction in staff wellbeing.							
14a	Produce a Perth & Kinross HSCP Accommodation Strategy to address infrastructure needs across the organisation for the short, medium and long term to ensure that capacity and demand can be managed safely and in accordance with the achievement of our Strategic ambitions	Chief Officer	In Progress	31/12/21	New Control	Red	27/01/2022