



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 - July 22	Update - Jan 22	Revised Priority Level as at July 22	Priority Level as at Jan 22	Date for Completion as at August 22	Date for Completion as at Jan 22	RAG as at July 22	RAG as at Jan 22
1. LEADERSHIP, CULTURE AND VALUES										
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.	The revised Perth and Kinross Integration Scheme was approved by Perth and Kinross Council on 27 June and NHS Tayside Board on 30 June and submitted to Scottish Government. The Chief Executives of PKC and NHS T have delegated authority to make minor amendments and this will be completed before end of July 2022. The feedback from the public consultation on the Integration Scheme raises a number of key themes such as communications, engagement and visibility. These themes will be considered by the EMT and strengthened. A draft Directions policy has been prepared by Legal Services Manager in consultation with the CO and will be reported for approval to the IJB meeting on 31 August 2022 and considered in practice at a development session planned for 14 September 2022.	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.	2	2	30 September 2022	30 June 2022	Green	Green
IP03	CO	Implement a Leadership Development Program focused on Collaborative Practice	The EMT has taken part in INSIGHT Discovery supported by PKC OD team and this will be followed up throughout the following year to support collaborative leadership. Three members of staff have been supported to apply for leadership development which is targeted at health and social care and whole systems leadership. Two Perth and Kinross Offer employee experience sessions have been arranged for HSCP IMT and Team Leaders with a plan to carry out 3 integrated locality sessions and 1 central team session in Autumn/Winter.	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.	2	2	31 March 2023	31 March 2023	Green	Amber
IP41	CO	Ongoing development of culture, ethos and professional practice to ensure we continue to be the best we can be.	n/a	n/a	2	2	31 March 2023	-	Green	-
2. STAKEHOLDER ENGAGEMENT										
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.	Due to the level of workload and lack of capacity within the Communication Group, EMT will be asked to consider the option of engaging a dedicated Communications Officer.	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.	2	1	01 September 2022	ongoing	Amber	Green
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	As part of formal induction, a development session took place with all Elected members of Perth & Kinross Council on the 23rd June 2022.	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.	2	2	23 June 2022	31 May 2022	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.	Final Draft will be considered by EMT in September 2022	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.	2	2	30 September 2022	31 March 2022	Amber	Amber
IP42	H of ASCSW	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.	n/a	n/a	2	2	31 March 2023	-	Green	-
3. VISION, DIRECTION AND PURPOSE										

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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	The HSCP and IJB are now in a position to move on from COVID recovery and remobilisation and return to the delivery of the IJB Strategic Commissioning Plan. As a result good progress is being made on our strategic plans: The Autism and The Strategic Delivery Plan was approved by the IJB on 16 February; the Strategic Plan for Older People was approved by IJB on 30 March 2022; the Care at Home Resiliency plan was approved at IJB on 30 March 2022; and the 3-year Workforce Plan for Health and Social Care was approved on 27 June 2022 in advance of submission to Scottish Government by end of July. Each is supported by a robust performance framework which will measure progress.	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.	2	2	31 July 2022	31 March 2022	Green	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.	We are continuing to develop and and implement our approach to performance management and reporting. The following sets out the position in respect to the production of Performance Management Frameworks for our care group strategic plans: - Learning Disability/Autism Strategic Delivery Plan approved by the IJB in February - Older Peoples Strategic Delivery Plan approved (with amendment) by the IJB in March - community Mental HealthWellbeing Strategy approved with a performance framework in place. This has now been drafted and will be considered by EMT. Date to be confirmed. - Review of Carers Stratefy 2019-22, performance management framework is being supported - Primary Care Strategic Delivery Plan, performance management framework development is being supported.  This work forms part of a rolling development programme of improvement work in respect to our approach to performance management and reporting. In particular we are now further developing the Older Peoples performance management framework to include a wider set of KPIs. These will subsequently be used to create an initial performance report covering the Older Peoples Care group. It is expected that this will need further refined. A similar approach is being taken across the other care groups.	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 .	1	1	ongoing	ongoing	Green	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	TOR has been consulted on and finalised	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.	2	1	Complete	31 March 2022	Complete	Amber
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.	See above update IP14. A new Chief Officer has been appointed from May 2022 and will conduct an assessment about capacity to deliver on strategic priorities and operational delivery of integrated services.	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.	1	1	30 October 2022	30 October 2022	Green	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.	Work on the Joint Strategic Needs Assessment is ongoing	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 focussed 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.	2	2	30 October 2022	30 October 2022	Amber	Amber
IP43	CO	Build better engagement, linkages and relationships with the Community Planning Partnership	n/a	n/a	2	-	31 March 2023	-	Green	-

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IP44	CO	Joint review of strategic planning processes encompassing Hosted Services and including consideration of performance reporting.	n/a	n/a	2	-	31 March 2023	-	Green	-
4. DECISION MAKING										
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)	The PKHSCP 3 Year Workforce Plan was approved by the IJB in June and has been submitted for feedback to the Scottish Government. A dedicated Workforce Programme Manager is currently being appointed to support implementation and ongoing development.	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.	1	1	31 July 2022	31 March 2022	Green	Green
5. FINANCIAL CONTROLS										
IP26	H of F&CS	Create integrated budgets to support improved planning of services and ensure devolution to locality level.	Complete	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.	2	2	31 March 2022	31 March 2022	Complete	Green
IP40	H of F&CS	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	The IJB Reserves Strategy is currently being reviewed and will be brought forward to the IJB for consideration during 2022/23. The IJB now holds unearmarked reserves broadly in line with the current reserves strategy following careful management of the expenditure during the Covid remobilisation period.	This will be developed in line with the three year financial plan in order to set out delivery of the reserves strategy aims	1	1	31 March 2023	31 March 2022	Green	Green
6. ORGANISATIONAL DEVELOPMENT										
IP45	H of F&CS	Complete Phase two of Corporate Support Review and in particular the functions related to capital/premises planning.	n/a	n/a	2	-	31 March 2023	-	Green	-
7. INTERNAL CONTROLS										
IP46	H of F&CS	Provide training and development opportunities in relation to the revised PKIJB Integration Scheme and its implications.	n/a	n/a	2	-	31 March 2023	-	Green	-
IP47	H of F&CS	With IJB Members review and update the risk management framework	n/a	n/a	2	-	31 March 2023	-	Green	-
IP48	H of F&CS	Develop improved assurance reporting to the IJB on progress in achieving strategic plan objectives.	n/a	n/a	2	-	31 March 2023	-	Green	-
8. REQUIRING COLLABORATION WITH STATUTORY PARTNERS										

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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.	See above update at IP14. The CO has put in place targeted actions to improve deteriorating performance in delayed discharges from March 2022.	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.	3	3	30 October 2022	31 March 2022	Green	Amber
IP23	CO	Seek appropriate levels of Corporate support from Statutory Partners including organisational and workforce development.	A new Chief Officer has been appointed from May 2022 and will conduct an assessment about capacity to deliver on strategic priorities and operational delivery of integrated services.	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.	3	3	Ongoing	Ongoing	Green	Green
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)	Work is continuing with the P and K Offer and P and K Offer Employee Experience.  A workshop is to be arranged to consider how the Community Planning Partnership and HSCP can support each other to achieve their objectives.	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.	3	3	30 October 2022	30 October 2022	Amber	Amber
IP29	H of F&CS	Agree risk sharing arrangements between statutory partners	The risk sharing arrangements have been reviewed by the partners with proposed revisions made that leave the option for partners moving to a proportionate share basis. In addition, a further clause has been added around the option to ask the IJB to pay back any overspends in future years. Consultation on the revised scheme concluded at the end of May and has since been approved by NHS Tayside and Perth & Kinross Council - please see IP01 above	Significant support has been provided to statutory partners over the last 6 months in their consideration of PKIJB 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.	2	3	31 March 2022	31 March 2022	Complete	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	No update	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.	3	3	31 March 2023	31 March 2023	Amber	Amber
IP39	CO	Clarify the governance and accountability arrangements in respect of Inpatient Mental Health Services	The revised Integration Scheme approved by end of June 2022 clarifies responsibilities for the operational delivery of Inpatient Mental Health Services, Learning Disabilities and Alcohol and Drug Services. This rests with NHS Tayside whose responsibilities extend to: "Operational Management" means all the day-to-day services required to control the delivery of delegated health and social care services functions, including clinical, care and professional standards and governance, financial management, operational risk management and staff governance, the configuration of those services and all functions associated with ensuring the implementation of Directions issued by the Integration Joint Board.  NHS Tayside is responsible for the operational management of inpatient mental health, inpatient learning disability and inpatient drug and alcohol services, through the Executive Lead for Mental Health and Learning Disabilities. The Integration Joint Board will have oversight of integrated acute, mental health inpatient, learning disability inpatient and drug and alcohol inpatient services to ensure compliance with the strategic plan of the Integration Joint Board.	This continues to be advanced by the Chief Executives of NHS Tayside, 3 Local Authorities through the review of the Integration Scheme.	3	3	31 March 2022	31 March 2022	Complete	Amber