



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

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

IP No.	RO	Action	Update - May21	Priority Level	Original Date for Completion	Revised Date for Completion	RAG per APC June20 update	Revised RAG
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.	EMT have carried out a self-evaluation, and we have reported on this to the IJB and also formally reported to PKC on the intention to revise the Integration Scheme. This work was stalled because of the second wave of the pandemic but has been reinstated now. The SG have indicated that we do not need to develop a full successor Scheme but can revise the exiting Schemes. A project team has been formed including representation from all 3 Local Authorities , NHS Tayside and all 3 HSCP's with dedicated leadership capacity identified and an approved project plan. IJB Members will be involved through regular briefing and development sessions, some of which may be pan Tayside.	1	31 December 2019	31 March 2022	Red	Green
IP02	CO	Review of PKHSCP organisational structure and overall senior leadership capacity	We had begun to consider a revised and integrated structure prior to the pandemic, but this has not been our priority for the past 13 months. We have recommenced discussions in this regard and have recently established a project team involving the Trade Unions and statutory partners' HR Advisors. We have not been able to secure support for additional Senior Management capacity, but will look to ensure that our third and fourth tier levels are sufficiently robust and well-enough resourced to improve effectiveness and address current pressures.	3	31 March 2020	31 March 2022	Green	Amber
IP03	CO	Implement a Leadership Development Program focused on Collaborative Practice	This is something that we will now consider further as we emerge from the pandemic. It will be informed by the actions in our Remobilisation Plan and Workforce Plan that give particular focus to mitigating the impact that the pandemic has had on the emotional and physical wellbeing of our staff, 400 days on. We are currently benefitting from some OD support in our EMT which aims to improve our communication, interaction and functioning as a senior team.	2	01 June 2020	31 March 2022	Green	Amber
IP04	CO/Chair	IJB Member Development: Refresh of induction and review of IJB Annual Training and Development Plan following full needs assessment. This will ensure that IJB members are adequately supported in terms of communication, training, consultation and engagement so that the Board can fulfil its governance role effectively. This should include the needs of public partners	Annual Development Meetings for members are planned (see IP05) which will identify required training needs. In the meantime development sessions have been arranged for new members. Alongside this an Induction Pack has been developed to formalise the induction and development process for members going forward.	1	31 March 2020	30 June 2021	Amber	Green
IP05	Chair	Programme Annual Development Meetings between the Chair and Members	Annual Development Meetings have been set up with the Chair and members over the summer period	1	TBC	31 July 2021	Red	Green
2. STAKEHOLDER ENGAGEMENT								
IP07	H of ASCSW	Effective Stakeholder Engagement: Review the role of the Communication and Engagement Group and develop an engagement and participation strategy to support localities. This will providing a systemic approach to stakeholder engagement and will assist in improving the evaluation of the impact being made by specific developments	In responding to the pandemic and specific communications needs we recruited to 2 part-time dedicated communications posts. These positions have supported the partnership well in this regard throughout the pandemic. Recognising however, that the Comms and Engagement Group have not been able to meet over this same period, our communications needs/resources are currently being reviewed to ensure they are aligned in the best way to continue to best meet our needs and those of our stakeholders.	1	31 March 2020	31 July 2021	Amber	Amber
IP08	CO	Review IJB membership ensuring that all sectors are adequately and appropriately represented including the independent sector	The IJB has the following stakeholders routinely invited to meetings, Service User Public Partner, Carer Public Partner, GP, Scottish Care representative, and a 3rd Sector representative. It should be noted that following a review a paper is being presented to IJB in June to seek approval to increase the membership to two service user public partner representatives and two carer public partner representatives, both in a non-voting capacity	2	TBC	n/a	Red	Complete

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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.	In responding to the pandemic and specific communications needs we recruited to 2 part-time dedicated communications posts. These positions have supported the partnership well in this regard throughout the pandemic. Recognising however that the Comms and Engagement Group have not been able to meet over this same period, our communications needs/resources are currently being reviewed to ensure they are aligned in the best way to continue to best meet our needs and those of our stakeholders.	1	29 February 2020	31 July 2021	Amber	Amber
IP10	H of ASCSW	Effective Engagement and Co-production at Locality Level: individual locality reports to be brought forward to the IJB, leading to greater prioritisation of the systemic evaluation of strategic impact	The HSCP has a Community Engagement Team who play a key role in delivering community engagement and participation across the Partnership. In response to Covid the team members joined with the Community Learning and Development staff employed by the council to form 5 new locality based Stronger Communities Teams. Each of the 3 HSCP localities has an up to date Participation and Engagement Plan that is overseen by the Locality Management Group. This document plays a key role in coordinating engagement by all agencies and organisations with a Health and Social Care focus in the area. The Communication, Engagement and Participation TOR will be reviewed and meetings recommenced.	1	TBC	31 July 2021	Amber	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.	1	31 December 2020	31 May 2022	Green	Amber
IP12	H of ASCSW	We will engage with local communities to co-design future services	Stronger Communities networks held over the last year has enabled local community organisations and individuals to share information and coordinate responses. In addition we have established a Local Involvement Network and are in the early stages of creating a young persons consultation network which will link directly with the SPG and ensure the voice of those entering adult services drives future service delivery. The good work undertaken during the pandemic will be developed further and along with the refresh of the SPG will enable better and wider consultation within communities and groups ensuring strategic planning intentions are co-produced and enabling. The HSCP are looking to restructure and within these structures a focus on Communities is imperative, a co-ordinated and consistent approach to consultation, engagement and participation is essential, beyond just a locality approach but also a system wide culture change in how we design services driven by people being much more actively involved in the design and delivery of public services	1	TBC	31 December 2021	Green	Amber
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.	Our ambition is to improve and foster strong collaborative approaches with our partners, through the Market Facilitation Plan, to co-produce plans which will deliver better services and outcomes for the people of Perth & Kinross based on collaboration and engagement. As we develop and shape the market in Perth and Kinross, we will ensure that providers are active participants in the planning and delivery of health and social care services. In order to do this, we have acknowledged the need for improved and proactive communication regarding strategic priorities and therefore commissioning opportunities. We have merged the providers forum and the Supported Living forums and intend on broadening the attendance further by ensuring a wide range of third sector organisations are present. We are clear that all partners are members of the Partnership and as such we want to ensure that relationships are strong, supportive and of mutual benefit. The Independent Living Group is established and provides a forum where we understand proactively housing need and allocate placements according to best match and priority. This forum has enabled Housing to better understand future need and develop their stock accordingly.	1	31 March 2020	30 June 2021	Amber	Green
3. VISION, DIRECTION AND PURPOSE								
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	Our Remobilisation Plan, developed in response to the pandemic, has clear, specific, timed actions linked to key portfolios and assigned to specific managers. We have established a systematic approach to monitoring the implementation of this Plan which is reviewed at EMT and reported to the IJB and the Scottish Government. This has an accompanying financial plan with projected expenditure, pressures, savings and expected income. Building on what we have learned through Remobilisation, our ambition is to move to a 3 year delivery plan to sit behind our Strategic Commissioning Plan for 5 key priority areas. A rolling programme of review will be undertaken throughout the year linking in with our performance reporting with an annual report being presented to IJB. Strategy Groups will oversee the development of Strategic Delivery Plans .	1	29 February 2020	31 March 2022	Green	Green

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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.	Our Performance Framework is now embedded with reports being presented to EMT on a monthly basis and also to each Audit & Performance Committee. Our monthly reporting to EMT and IMT includes reporting at locality level. More extended operational performance reporting for localities has been trialled in Perth City Locality and work is ongoing to roll this out. A stepped increase in resources is required to ensure that this is sustainable going forward.	1	31 March 2020	31 March 2022	Green	Amber
IP16	H of ASCSW	How effective are our Programme Boards? : Building on our Programme Boards, 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 and Commissioning Board which provides a balanced focus on all priorities and a mechanism for systematic review and monitoring using SMART principles	In April 2021, the IJB were advised of our intention to reinstate and refresh the IJB's Strategic Planning Group, with new terms of reference and membership. This will be linked to the proposed development of a number of Strategy Groups that would develop specific care group strategies, with a relevant financial framework aligned to the national strategic direction and the IJB's Strategic Commissioning Plan, ambitions and priorities. The intention is that while each Strategy Group will be supported by its own stakeholder group comprising services users, carers and third sector partners, the overarching Strategic Planning Group will also include stakeholder representations. The SPG will consider emerging strategies and provide review, challenge and advice, while considering the extent to which these strategies align to the IJB's Strategic Commissioning Plan. The Strategic Planning Group will also monitor progress in delivering on the current Strategic Commissioning Plan and will report to the IJB on progress. The PKHSCP Executive Management Team will continue to play an essential role in overseeing the overall priorities of the partnership and the development of the Strategic Planning Framework	1	29 February 2020	ongoing	Amber	Amber
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.	A framework for evaluating the impact of strategies and plans is to be developed. Each strategy will have an Action Plan which will identify the specific priorities and provide evidence of actions taken. Stakeholder feedback will be sought to allow us to evaluate the impact of the strategy and consider any recalibration that is required. Progress against these plans will be subject to ongoing review. The new Community Mental Health Strategy will be used as a test of change.	1	29 February 2020	ongoing	Amber	Amber
IP19	H of ASCSW	Review the role and remit of the Strategic Planning Group and the Third Sector Forum to ensure that existing strategies (and those under development) are supported in terms of the Partnership's capacity to deliver.	The Third Sector is currently represented within a variety of groups including the Third Sector Interface, Third Sector Forum and Adult Provider Forum. The SPG has specific representation from the Third Sector forum but the Partnership has ensured ongoing communications with all other groups. The TSI and Third Sector Forum have been invited to attend the Adult Provider Forum and our intention is that the Adult Provider Forum alternates function and merges with the Third Sector forum to ensure as inclusive an approach as possible in relation to code sign and consultation on Partnership service delivery. The SPG TOR and membership has been refreshed and meetings will commence June 2021.	1	30 December 2019	n/a	Red	Complete
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.	As per IP14 our ambition is to move to a 3 year delivery plan to sit behind our Strategic Commissioning Plan. A rolling programme of review will be undertaken throughout the year linking in with our performance reporting with an annual report being presented to IJB. This will allow us to review priorities regularly, taking emerging issues into account, allowing us to reorganise, reprioritise and reallocate capacity as necessary.	1	17 December 2019	31 March 2022	Amber	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.	We have some areas where a strategic needs assessment has been undertaken, however a framework is required to ensure that the approach across the partnership is consistent and systematic. We plan to develop this framework and will use the Older People's Strategy, which is to be started, as the test of change. Consideration is to be given to resources required to support this development.	1	30 April 2020	TBC	Green	Amber
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) - Workforce	The Draft 21021/22 PKHSCP One Year Interim Workforce Plan was submitted to the Scottish Government on 30th April. Feedback is expected from SG colleagues by 31st May 2021, after which the plan will come forward to the IJB for endorsement at the June IJB meeting. The plan has been developed in close collaboration with service teams, HR and Partnership Colleagues as well as colleagues in the 3rd and Independent Sector and our GPs. The Chief Officer will take over the chair of the PKHSCP Workforce Group as it moves forward to develop the 3 year Workforce Plan by 31st March 2022. PKHSCP are seeking to recruit to a one year fixed term workforce planning post as a 'test of change'. This will support service leads and their teams to develop workforce solutions including the need for a significant development of TEC and Digital Transformation and a robust OD and Training and Development Plan.	1	31 March 2020	31 March 2022	Amber	Green

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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) - Organisational Development	The Draft 21021/22 PKHSCP One Year Interim Workforce Plan was submitted to the Scottish Government on 30th April. Feedback is expected from SG colleagues by 31st May 2021, after which the plan will come forward to the IJB for endorsement at the June IJB meeting. The plan has been developed in close collaboration with service teams, HR and Partnership Colleagues as well as colleagues in the 3rd and Independent Sector and our GPs. The Chief Officer will take over the chair of the PKHSCP Workforce Group as it moves forward to develop the 3 year Workforce Plan by 31st March 2022. PKHSCP are seeking to recruit to a one year fixed tem workforce planning post as a 'test of change'. This will support service leads and their teams to develop workforce solutions including the need for a significant development of TEC and Digital Transformation and a robust OD and Training and Development Plan.	1	TBC	31 March 2022	Amber	Green
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) - Tech Enabled Care (TEC)	The Draft 21021/22 PKHSCP One Year Interim Workforce Plan was submitted to the Scottish Government on 30th April. Feedback is expected from SG colleagues by 31st May 2021, after which the plan will come forward to the IJB for endorsement at the June IJB meeting. The plan has been developed in close collaboration with service teams, HR and Partnership Colleagues as well as colleagues in the 3rd and Independent Sector and our GPs. The Chief Officer will take over the chair of the PKHSCP Workforce Group as it moves forward to develop the 3 year Workforce Plan by 31st March 2022. PKHSCP are seeking to recruit to a one year fixed tem workforce planning post as a 'test of change'. This will support service leads and their teams to develop workforce solutions including the need for a significant development of TEC and Digital Transformation and a robust OD and Training and Development Plan.	1	01 May 2020	31 March 2022	Amber	Green
IP24	H of F&CS	Ensure that Programme and Project Management is effective and supports the implementation of all strategic plans and strategic priorities, taking into account the scale of the task, its capacity, finance and the timescale needed to achieve it.	Programme Managers are now in place to support Older People, Mental Health, Primary Care and TEC. As part of the restructure we will ensure that there are sufficient resources across all other strategy areas including Drug and Alcohol and Learning Disabilities on a substantive basis. As part of the review of the organisational structure a step up in Business Improvement Resources is anticipated to support the significant Scottish Government programme of additional investment including Primary Care Improvement Programme, ADP and Drug Death, Action 15, Autism, Community Living Change Fund, District Nursing. All such programmes require skilled and experienced business improvement resources to support service teams in transforming services.	1	29 February 2020	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.	PKHSCP Executive Management Team have agreed to the development of integrated budgets to support the development of 3 Year Strategic Delivery and Financial Plan 2022/23: 2024/25. The 3 Year Financial Plan will be developed across 5 key integrated priority areas: Older People, Mental Health, Drug and Alcohol, Learning Disabilities and Primary Care.	2	31 March 2020	31 March 2022	Amber	Green
IP27	H of F&CS	Support NHST to ensure timely agreement of budgets moving forward	Effective and supportive collaborative working enabled the setting of the PKIJB Budget by 31st March 2021. Regular meetings are scheduled throughout 2021/22 with the NHS Tayside Director of Finance to ensure understanding of respective financial positions and to support budget setting discussions for future years.	n/a	31 March 2021	31 March 2022	Green	Green
6. INTERNAL CONTROLS								
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	Over 2020/21 following the Covid Pandemic outbreak, aside from the setting of the 2020/21 Budget there have been no decisions made by the IJB that have required Directions to be issued. Directions have been issued with regard to the 2021/22 Budget. We will pro-actively ensure systematic identification of Directions in relation to all decisions made by the IJB from 2021/22 onwards.	1	31 March 2020	31 July 2021	Amber	Amber
IP33	H of ASCSW / H of Health	Ensure that Risk item is on all team agendas.	The Covid Pandemic has lead to a delay in implementing this recommendation. It will now be progressed.	2	TBC	31 July 2021	TBC	Amber
IP34	H of ASCSW / H of Health	Ensure Health and Safety item is on all team agendas	The Covid Pandemic has lead to a delay in implementing this recommendation. It will now be progressed.	2	TBC	31 July 2021	TBC	Amber
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.	A refreshed 3 Year Delivery Plan will be developed for Older People as part of our planning approach set out at IP17 above. To inform this, we will undertake a baseline review of the previously agreed Older Peoples Strategic Delivery Plan.	3	31 March 2021	31 March 2022	TBC	Amber
IP23	CO	Seek appropriate levels of Corporate support from Statutory Partners including organisational and workforce development.	Levels of corporate support from Partners is a key area of focus in the revision of the Integration Scheme across Tayside. This reflects concerns within all HSCP's around the level of corporate support that is being provided. Lack of corporate support is identified as a High risk within the PKIJB Strategic Risk Register. The review of the PKHSCP Organisational Structure will consider a number of immediate corporate support priorities and will propose 'tests of change' including potentially workforce planning, premises and capital planning and communications.	1	29 February 2020	Ongoing	Green	Amber
IP25	CO	Improve the effectiveness of the connection of PKHSCP planning with Statutory Body Strategic Planning (Transforming Tayside/ Perth & Kinross Offer)	Whilst there is Chief Officer engagement and participation in relevant groups and management teams, it is our ambition to establish more formal links to Transforming Tayside, the Perth & Kinross Offer and also consider how we can better contribute to the Community Planning Partnership.	3	TBC	31 March 2022	TBC	Amber
IP29	H of F&CS	Agree risk sharing arrangements between statutory partners	Following agreement between the SG, NHS Tayside and the 3 Tayside Local Authorities, a revision of all 3 Tayside IJBs is underway. A project team has been formed including representation from all 3 Local Authorities, NHS Tayside and all 3 HSCPs with dedicated leadership capacity identified and an approved project plan. The review of Financial Risk Sharing arrangements across all three IJBs is a key priority.	1	27 September 2019	31 March 2022	Red	Amber
IP31	CO	Align HR processes, policies and procedures via influencing national guidelines and thereafter implement	It is proposed to remove this action from the PIP as it is not an action that can be led by PKHSCP, rather it is a national issues that requires Government input, we will continue to influence as effectively as possible in the meantime	3	TBC	n/a		CLOSED
IP35	CO	Clinical, Care and Professional Governance: Embed a consistent framework for performance review across all services, providing assurance to the new sub committee of the IJB on the safety and effectiveness of services ensuring streamlining of our arrangements with those of both statutory bodies.	A consistent framework for performance review across all services has been established. This is providing assurance to the PKHSCP Care and Professional Governance Forum and to the NHS Tayside Clinical Care Governance Committee with responsibility for the clinical care governance for all health services. The route for providing assurance to PKC who have responsibility for the Care and Professional Governance of Social Care Services is currently being determined. Annual assurance should come from PKC and NHST to the IJB as part of the annual review of governance and assurance processes. PKHSCP are developing a CCPG Accountability and Responsibility statement that will be used to support a development session for IJB Members and will be used to support revision of the PKIJB Integration Scheme.	1	31 March 2020	30 September 2021	Green	Amber
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	This is a very significant programme of work that requires joint leadership and support across Tayside. The revision of the Tayside Integration Scheme will provide an opportunity to discuss with all Partners the possibility of a fundamental review. Investment in additional corporate support will be required within PKHSCP if it is to play a full role in such a review.	3	30 June 2020	31 March 2022	Green	Amber
IP38 NEW	CO	Joint engagement meetings regarding financial sustainability with key stakeholders (PKC Head of Finance, NHST Director of Finance, Chief Executives)	Regular 1:1 's take place between the Head of Finance and Corporate Services and Head of Finance PKC and Director of Finance NHS Tayside as well as three way meetings during the year. We will propose to NHS Tayside and Perth & Kinross Council colleague that this be extended during the year to conclude Chief Officer/Chief Executives.	2	n/a	31 March 2022	n/a	Amber
IP39 NEW	CO	Clarify the governance and accountability arrangements in respect of Inpatient Mental Health Services	This is a key priority of the review of the Integration Scheme which is taking place during 2021/22 lead by NHS Tayside and Perth & Kinross Council as part of a Tayside wide approach.	1	n/a	31 March 2022	n/a	Amber
COMPLETED ACTIONS								
IP06		Develop a statement of our vision and values to be become front and centre of all IJB activities moving forward (combined with strategic plan see 14)	n/a	n/a	TBC	n/a	Complete	Complete
IP28		Reach agreement with NHST on refreshed finance support arrangements for IPMH	n/a	n/a	31 December 2019	n/a	Complete	Complete
IP30		Corporate Support: Development of new structure under CFO to ensure sufficient capacity.	n/a	n/a	31 December 2019	n/a	Complete	Complete
IP37		A comprehensive improvement plan will be developed that brings together the findings of the Joint Inspection, the findings of the Annual Governance Self Assessment and as part of that the MSG Review of Integration	n/a	n/a	01 September 2019	n/a	Complete	Complete