



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

Priority Level:

- 1 – Critical
- 2 – Necessary
- 3 – Depender

IP No.	RO	Action	Update - July21	Update - May21
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.	Project Team continues to progress the review of the Integration Scheme and now has identified NHS Tayside participants to support this process. IJB Members have received an Induction Guide, opportunities to attend induction sessions and regular Development Sessions to support their understanding of their role and effectiveness.	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.
IP02	CO	Review of PKHSCP organisational structure and overall senior leadership capacity	Discussion with EMT has resulted in some proposals being brought forward on a new structure. The Chief Officer is working on a formal proposal and this will be costed. It will then be presented formally to the Project Team (comprising Staff Side and HR) and into the necessary processes to adhere to both statutory partners' Organisational Change policies.	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.
IP03	CO	Implement a Leadership Development Program focused on Collaborative Practice	No further update/progress.	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.
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	IJB Members have received an Induction Guide, opportunities to attend induction sessions and regular Development Sessions to support their understanding of their role and effectiveness. Development meetings have been scheduled over August 2021 between the Chair/Vice Chair and Members to identify individual development needs. In parallel, External Audit committee training is being provided to a number of IJB Members.	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.
IP05	Chair	Programme Annual Development Meetings between the Chair and Members	Dates will be scheduled after the PKC Elected Member recess across August and September 2021	Annual Development Meetings have been set up with the Chair and members over the summer period
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	The Communication, Engagement and Participation Group Terms of Reference have been refreshed and the membership is currently being reviewed. These meetings will be held every eight weeks and after the first scheduled meeting in Septemeber be timed to occur before the Strategic Planning Group. The existing strategy is fit for purpose and will be used to support the work of the Communication group.	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.
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.	As above - likely to require additional resource, Communication Group will scope out requirements.	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.

IP No.	RO	Action	Update - July21	Update - May21
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	<p>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.</p> <p>These plans will come to the Strategic Planning Group and will contribute to the group's ability to review current strategic delivery and developments as well as the formation of our Strategic Commissioning Plan.</p> <p>High level locality updates are included in the Audit & Performance Committee's Annual Workplan.</p>	<p>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.</p> <p>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.</p> <p>The Communication, Engagement and Participation TOR will be reviewed and meetings recommenced.</p>
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 are scheduled to take time in early January 2022 to agree and develop the contents for the session.	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.
IP12	H of ASCSW	We will engage with local communities to co-design future services	There are in existence locality Engagement Plans, leads from each locality will feed into the Communication, Engagement and Participation group on an 8-weekly basis. This work will be linked to that of the Community Planning Partnership and a coordinated approach as to how we communicate with Communities will be adopted.	<p>Stronger Communities networks held over the last year has enabled local community organisations and individuals to share information and coordinate responses.</p> <p>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.</p> <p>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</p>
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.	Draft Market Facilitation Plan is being presented to the Strategic Planning Group on 31st August 2021	<p>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.</p> <p>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.</p> <p>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.</p>
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 3 (RMP3) is now our Annual Delivery Plan and is being updated and monitored regularly by EMT and IMT. It has been formally presented to the IJB for their scrutiny and assurance. The key actions in the RMP have been aligned to our Strategic Commissioning Plan priorities and reflect that our ambitions remain the same, but the journey of travel has adapted to ensure we are responding to the demands of the pandemic.	<p>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.</p> <p>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 .</p>

IP No.	RO	Action	Update - July21	Update - May21
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.	<p>Each indicator in the Performance Report to EMT now has an identified lead. Regular meetings are being arranged with the leads to discuss past and current performance and identify any actions required re future performance. The operational performance reporting for localities trialed in Perth City has now been rolled out across all localities for ASWSC.</p> <p>Improvement performance work ongoing for Tay Ward and commenced for Ward 1 Frailty PRI. Deep Dive in to Delayed Discharge performance and new approaches presented to EMT with agreement to look further at reasons for delays by nominated teams.</p> <p>Awaiting a step up increase in resources to support locality performance data to ensure ongoing sustainability.</p>	<p>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.</p> <p>More extended operational performance reporting for localities has been trialed 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.</p>
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	<p>The first SPG was held in June with excellent representation from across all sectors, and strategy group/portfolio representation, the next meeting is scheduled for August 2021.</p> <p>All service users groups have an established strategy group, all have varying representation and Terms of Reference (TOR).</p> <p>Work is underway to develop a TOR that is applicable across the Strategy groups and to ensure the membership of all groups is more standardised.</p>	<p>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.</p> <p>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.</p> <p>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</p>
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.	<p>Robust stakeholder engagement is vital, not only after a strategy has been developed but in its creation; co-production of services is key to shifting the balance of power and ensuring our services are truly meeting the needs of our population. Empowering communities and user groups to be active partners in service design will only be meaningful if the appropriate stakeholders are represented in all of the appropriate groups. The Strategic Planning Group has overall responsibility for stakeholder engagement but its membership needs to link back to the various organisations and groups that they represent.</p> <p>All Strategy groups should have either user representation or links to user groups, ensuring that all planning and design activity is coproduced and meaningful for those ultimately receiving a service. Review of strategies should take place within these groups, with updates being reported through the governance structure as appropriate.</p> <p>We have the Local Involvement Network (predominantly Learning Disability service user group) and the Carer Reference group but intend on establishing a User Group that is inclusive of all user groups and facilitated by one of our service user representatives.</p>	<p>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.</p>
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.	<p>We have had to moderate our previous ambitions in this regard as a result of the continuing demands of the pandemic in its third wave and to reflect the fact that the NHS remains on an emergency footing meantime. Instead, we are focussing on a number of key programmes, plans and strategies in-year and will only develop outline financial plans for years two and three.</p>	<p>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.</p>
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.	<p>Joint Strategic Needs Assessment is in the early stages of development. The following work will support the development of our Older People Strategy and associated Action Plans:</p> <ul style="list-style-type: none"> - Multi-disciplinary short life working group formed. - Engaged LIST and PH. - Community Engagement strategy being developed. 	<p>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.</p>
4. DECISION MAKING				

IP No.	RO	Action	Update - July21	Update - May21
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 2021/22 Interim Workforce Plan was endorsed by the IJB at its June 2021 meeting. Very positive formal feedback has been received from the Scottish Government including some areas for further focus within the 3 Year Plan. The membership and Terms of Reference of the PKHSCP Workforce Group has been refreshed and monthly meetings have now been scheduled, chaired by the Chief Officer. Recruitment of 1 WTE Workforce Planning Programme Manager is being undertaken as part of a wider recruitment process. However, the ongoing pandemic reponse will limit capacity of a number of officers to progress the development of the workforce plans. No change is proposed to the RAG status at this stage. It is proposed that the 3 separate recommendations be amalgamated into one for future reporting purposes.	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.
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.	Regular review is undertaken by the Service Manager (Business Planning and Performance) to prioritise existing reources and to increase capacity where required. This should now be marked as complete with a system now in place for regular ongoing review.	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.
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. However it is now recognised that the ongoing pandemic response is limiting the capacity of officers to progress this fully, in particular for Older Peoples Services. The RAG rating has been amended to reflect this.	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.
IP27	H of F&CS	Support NHST to ensure timely agreement of budgets moving forward	Regular meetings continue to take place with both NHST and PKC. This should now be marked as complete .	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.
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	IJB papers for each Committee are reviewed to consider whether or not Directions are required. In the meantime officers are working with Legal colleagues to develop a robust process to ensure that consideration of Directions is automatically included in the preparation of reports by report authors.	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.
IP33	H of ASCSW / H of Health	Ensure that Risk item is on all team agendas.	The Operational Risk Log for ASWSC has been reviewed and updated. It now has the same format as risks recorded in DATIX to enable an HSCP wide Operational Risk Log. The Risk Log is a standing agenda item on the ASWSC Forum agenda. Risks relating to strategies and transformation projects are reviewed regularly whithin their individual governance arrangements. Health risks reviewed weekly and mitigating actions discussed. Operational risk register reviewed as part of clinical care and professional governance review to NHST.	The Covid Pandemic has lead to a delay in implementing this recommendation. It will now be progressed.
IP34	H of ASCSW / H of Health	Ensure Health and Safety item is on all team agendas	Formal integrated health and safety meeting is held bi-monthly with exception reports received from all teams. Health and Safety actions are reported and noted at NHST H&S Committee. H&S remains on the agenda for Locality Governance meetings, IMT has been restarted and Health and Safety is a standing item on the agenda	The Covid Pandemic has lead to a delay in implementing this recommendation. It will now be progressed.
REQUIRING COLLABORATION WITH STATUTORY PARTNERS				

IP No.	RO	Action	Update - July21	Update - May21
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.	We will review existing commitments and priorities in relation to Older People's Services, informed by the necessary changes and improvements arising from our pandemic response to ensure we can continue to advance service redesign and improvements.	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.
IP23	CO	Seek appropriate levels of Corporate support from Statutory Partners including organisational and workforce development.	No further update	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.
IP25	CO	Improve the effectiveness of the connection of PKHSCP planning with Statutory Body Strategic Planning (Transforming Tayside/ Perth & Kinross Offer)	Given the demands of the pandemic and because it was being reviewed, the Transforming Tayside programme is no longer being progressed and we will look to align with its successor. We remain committed to aligning our work with the PK Offer and the revised Local Outcome Improvement Plan (LOIP) being developed by the Community Planning Partners. We are very keen to take a lead role in respect of the 'health and wellbeing' priority and to support Community Planning Partners to consider and deliver on their contribution towards our strategic priorities.	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.
IP29	H of F&CS	Agree risk sharing arrangements between statutory partners	The Project Group chaired by Vivienne Davidson on behalf of all parties continues to meet on a monthly basis. The NHST Director of Finance is now a member of the group and this is aimed to assist in taking forward a range of issues, particularly the review of financial risk sharing arrangements across Tayside.	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.
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.	We have a strong commitment and effective approach to the work of the Care Professional Governance Forum (CPGF) locally and are exploring how to better align its work to our wider performance review and reporting activity. In light of changes in NHST's approach to Clinical Governance, we are reviewing the most effective approach to providing the necessary assurance to the relevant Boards and bodies. We intend to bring forward further proposals to strengthen arrangements. These were discussed at the IJB Development Session on 25th August with a paper to come forward to the IJB at its meeting in September 2021	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 CPGP 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.
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 work will be contingent on identifying capacity and resource within Corporate Services and on the willingness of statutory partners to adopt approaches that reduce duplication. This will continue to be explored through the review of the Integration Scheme and also outwith this process. It is notable that the 'governance light' approach during the pandemic helped release capacity to focus on operational response and mitigating the impact of the pandemic.	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.
IP38	CO	Joint engagement meetings regarding financial sustainability with key stakeholders (PKC Head of Finance, NHST Director of Finance, Chief Executives)	Complete	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.
IP39	CO	Clarify the governance and accountability arrangements in respect of Inpatient Mental Health Services	This remains an important issue which should be addressed by the Review of the Integration Scheme. David Strang's Progress Review highlighted that this should be progressed.	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.
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
IP28		Reach agreement with NHST on refreshed finance support arrangements for IPMH	n/a	n/a
IP30		Corporate Support: Development of new structure under CFO to ensure sufficient capacity.	n/a	n/a

IP No.	RO	Action	Update - July21	Update - May21
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
IP08	CO	Review IJB membership ensuring that all sectors are adequately and appropriately represented including the independent sector	n/a	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

S:

/

nt on Partners

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

Revised Priority Level as at July21	Priority Level	Date for Completion as at July21	Date for Completion as at May21	RAG as at July21	RAG as at May21
2	1	31 March 2022	31 March 2022	Green	Green
1	3	31 March 2022	31 March 2022	Amber	Amber
2	2	31 March 2022	31 March 2022	Amber	Amber
1	1	30 September 2021	30 June 2021	Green	Green
2	1	30 September 2021	31 July 2021	Green	Green
1	1	01 September 2021	31 July 2021	Amber	Amber
1	1	01 September 2021	31 July 2021	Amber	Amber

Revised Priority Level as at July21	Priority Level	Date for Completion as at July21	Date for Completion as at May21	RAG as at July21	RAG as at May21
n/a	n/a	n/a	31 July 2021	Complete	Amber
2	1	31 May 2022	31 May 2022	Green	Amber
1	1	31 December 2021	31 December 2021	Green	Amber
2	1	30 September 2021	30 June 2021	Amber	Green
2	1	31 March 2022	31 March 2022	Green	Green

Revised Priority Level as at July21	Priority Level	Date for Completion as at July21	Date for Completion as at May21	RAG as at July21	RAG as at May21
1	1	31 March 2022	31 March 2022	Amber	Amber
1	1	30 September 2021	ongoing	Amber	Amber
1	1	ongoing	ongoing	Amber	Amber
1	1	31 March 2022	31 March 2022	Amber	Amber
2	1	30 September 2021	TBC	Amber	Amber

Revised Priority Level as at July21	Priority Level	Date for Completion as at July21	Date for Completion as at May21	RAG as at July21	RAG as at May21
1	1	31 March 2022	31 March 2022	Green	Green
n/a	n/a	n/a	31 March 2022	Complete	Green
2	2	31 March 2022	31 March 2022	Amber	Green
n/a	n/a	n/a	31 March 2022	Complete	Green
2	1	30 September 2021	31 July 2021	Amber	Amber
n/a	n/a	n/a	31 July 2021	Complete	Amber
n/a	n/a	n/a	31 July 2021	Complete	Amber

Revised Priority Level as at July21	Priority Level	Date for Completion as at July21	Date for Completion as at May21	RAG as at July21	RAG as at May21
3	3	31 March 2022	31 March 2022	Amber	Amber
3	1	Ongoing	Ongoing	Amber	Amber
3	3	31 March 2022	31 March 2022	Amber	Amber
3	1	31 March 2022	31 March 2022	Amber	Amber
3	1	30 September 2021	30 September 2021	Amber	Amber
3	3	31 March 2022	31 March 2022	Amber	Amber
n/a	n/a	n/a	31 March 2022	Complete	Amber
3	1	31 March 2022	31 March 2022	Amber	Amber
n/a	n/a	n/a	n/a		Complete
n/a	n/a	n/a	n/a		Complete
n/a	n/a	n/a	n/a		Complete

Revised Priority Level as at July21	Priority Level	Date for Completion as at July21	Date for Completion as at May21	RAG as at July21	RAG as at May21
n/a	n/a	n/a	n/a		Complete
n/a	n/a	n/a	n/a		Complete