PERTH & KINROSS HEALTH & SOCIAL CARE PARTNERSHIP

PARTNERSHIP IMPROVEMENT PLAN

PROGRESS REPORT

Priority Levels:
1 – Critical
2 – Necessary
3 – Dependent on Partners

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

IP No.	RO	Action	Update - Oct 21	Update - July21	Revised Priority Level as at Oct 21	Revised Priority Level as at July21	Date for Completion as at Oct 21	Date for Completion as at July21	RAG as at Oct 21	RAG as at July21
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.	Work ongoing - sessions held with IJB Members and scheduled to take place with PKC Councillors - Project Team continues to meet and Project Lead reports regularly to Chief Executives. Development Sessions have taken place with IJB Members to highlight their roles and responsibilities and Induction Guidance and training is provided.	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.	2	2	31 March 2022	31 March 2022	Green	Green
IP02	CO	Review of PKHSCP organisational structure and overall senior leadership capacity	In order to focus on building capacity below EMT level and to address an increasing number of temporary posts the Chief Officer is minded to not now progress this Senior Team restructure. The process of restructuring at EMT then IMT-level is likely to take us towards the timescale for the NCS legislation being considered. The Chief Officer is considering whether there is a greater risk in progressing the EMT restructure, than not and is minded to prioritise the need to build capacity and resilience at third-tier level and below in the next 6 months.	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.	1	1	31 March 2022	31 March 2022	Amber	Amber
IP03	CO	Implement a Leadership Development Program focused on Collaborative Practice	No further updates.	No further update/progress.	2	2	31 March 2022	31 March 2022	Amber	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	Complete	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. | 1 | 1 | n/a | 30 September 2021 | Complete | Green |
| IP05 | Chair | Programme Annual Development Meetings between the Chair and Members | Complete | Dates will be scheduled after the PKC Elected Member recess across August and September 2021 | 2 | 2 | n/a | 30 September 2021 | Complete | 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 | Membership and purpose of the group has been reviewed and renewed, with meetings scheduled 6 weekly. The first meeting was held on 1 October 2021. | 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 September 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. | 1 | 1 | n/a | 01 September 2021 | Complete | Amber |
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.	Further investment and skill development on Agenda for the next Communication, Engagement and Participation meeting on 12 November 2021	As above - likely to require additional resource, Communication Group will scope out requirements.	1	1	01 January 2022	01 September 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. EMT are scheduled to take time in early January 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 in the meantime.	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.	2	2	31 May 2022	31 May 2022	Green	Green
IP12	H of ASCSW	We will engage with local communities to co-design future services	This is an ongoing and iterative activity, as referred to in the July update, systems are in place regards centralising locality based engagement. In addition the Communication, Participation and Engagement Group will link to the work of the Strategic Planning Group, ensuring a broad range of consultation is undertaken.	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.	1	1	Ongoing	31 December 2021	Green	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.	The Market Facilitation Plan is on the agenda for the next Strategic Planning Group on 23 November 2021	Draft Market Facilitation Plan is being presented to the Strategic Planning Group on 31st August 2021	2	2	30 November 2021	30 September 2021	Amber	Amber
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	We have reviewed and revised our Remobilisation Plan 3 and drafted the fourth iteration reflecting changes in demand and priority and with a focus on building resilience for the Winter months.	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.	2	2	31 March 2022	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.	Meetings with leads for performance indicators have commenced. Additional comparator data has been added to the EMT Performance Report to enhance the richness of the information. Higher level information for operational reporting for localities has been clarified. Benchmarking Group is being established to ensure consistency re data collection and reduce duplication.	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 trialled in Perth City has now been rolled out across all localities for ASWSC.	1	1	ongoing	31 March 2022	Amber	Amber
				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.						
				Awaiting a step up increase in resources to support locality performance data to ensure ongoing sustainability.						
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	Terms of Reference for Strategy groups will be produced by the end of November 2021	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.	1	1	30 November 2021	30 September 2021	Amber	Amber
				All service users groups have an established strategy group, all have varying representation and Terms of Reference (TOR).						
				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.						
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.	Each service user group has an aligned Strategy and associated Action Plan which have specific timescales for activity identified, which in turn is reviewed by the Strategy Group membership, this will include the independent sector, carers and service users or service user representatives. Strategy groups will look at all relevant developments, whether they are local or national and work to implement and improve service delivery based on this information. Strategy groups are designed to ensure reciprocity of knowledge and information and to ensure a co-produced approach to our work.	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.	1	1	Ongoing	ongoing	Green	Amber
				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.						
				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.						
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.	To refocus our priorities in light of Covid and to begin to look towards a three-year plan and financial plan we are developing high-level Strategic Delivery Plans for care groups. This will redefine our priorities and require the allocation of staff resource, or additional capacity to advance these plans.	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.	1	1	31 March 2022	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.	Joint Strategic Needs Assessment is progressing. Working groups have been established to complete the Strategic Delivery Plans for Older People, Mental Health and Wellbeing, and Autism and Learning Disability. Governance re Older People's Strategy is being established.	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: - Multi-disciplinary short life working group formed. - Engaged LIST and PH. - Community Engagement strategy being developed.	2	2	31 December 2021	30 September 2021	Amber	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) | Good progress has been made on the preparation of our 3 Year Workforce Plan. A refreshed Workforce Planning Group has been established. Corporate resources have been reprioritised to support the production of the plan, initially around working with various data to identify the current and predicted gap in resources per staff grouping. Work has started on Phase 2 which entails professional leads and relevant staff reviewing the data and developing proposals to address the gap on a local, regional and national level. In order to support these discussions a Development Group for professional leads has been established to provide support and ensure that progress continues at pace to meet the 31 March 2022 submission deadline. | 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 response 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. | 1 | 1 | 31 March 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. | Draft 3 Year Financial Frameworks for Older People, Mental Health and Learning Disabilities are under development and are due to be shared with the IJB Budget Review Group in November/December prior to inclusion in the 3 Year Financial Plan. | 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. | 2 | 2 | 31 March 2022 | 31 March 2022 | Green | Amber |

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 | Routine review now embedded and Directions issued as required. Use of Directions Tayside wide is being considered as part of the Tayside wide review of the Integration Scheme. | 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. | 2 | 2 | 31 March 2022 | 30 September 2021 | Green | Amber |

REQUIRING COLLABORATION WITH STATUTORY PARTNERS

| 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. | The emerging Older People's Strategic Delivery Plan highlights the reduction in occupied bed days we have achieved against the demographic challenges we are facing and identifies the need for 'shifting the balance' funding to be released to support further transformation, reduce the demands on acute hospital and deliver further improvement against key indicators. | 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. | 3 | 3 | 31 March 2022 | 31 March 2022 | Amber | Amber |
| IP23 | CO | Seek appropriate levels of Corporate support from Statutory Partners including organisational and workforce development. | This has not been able to be achieved, except for HR input into Workforce Planning Group and we will need to invest in Corporate Services capacity as well as operational management in order to support the Strategic Delivery Plans and three-year planning. | No further update | 3 | 3 | Ongoing | Ongoing | Amber | Amber |

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IP25	CO	Improve the effectiveness of the connection of PKHSCP planning with Statutory Body Strategic Planning (Transforming Tayside/ Perth & Kinross Offer)	No further updates.	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.	3	3	31 March 2022	31 March 2022	Amber	Amber
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 review of financial risk sharing arrangements across Tayside is being actively progressed by the Head of Finance PKC and Director of Finance NHS Tayside.	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.	3	3	31 March 2022	31 March 2022	Green	Amber
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 reviewed our approach and secured IJB approval for what we will report to which Committee, to provide assurance to the IJB.	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	3	3	n/a	30 September 2021	Complete	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	No further updates.	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.	3	3	31 March 2022	31 March 2022	Amber	Amber
IP39	CO	Clarify the governance and accountability arrangements in respect of Inpatient Mental Health Services	This is being advanced in the context of the review of the Integration Scheme.	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.	3	3	31 March 2022	31 March 2022	Amber	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		n/a		
IP28		Reach agreement with NHST on refreshed finance support arrangements for IPMH		n/a		n/a		n/a		
IP30		Corporate Support: Development of new structure under CFO to ensure sufficient capacity.		n/a		n/a		n/a		
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		n/a		
IP08	CO	Review IJB membership ensuring that all sectors are adequately and appropriately represented including the independent sector		n/a		n/a		n/a		
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.		n/a		n/a		n/a		
IP31	CO	Align HR processes, policies and procedures via influencing national guidelines and thereafter implement		n/a		n/a		n/a		
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		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.

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.

High level locality updates are included in the Audit & Performance Committee's Annual Workplan. | | n/a | | n/a | | Complete |
| 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 resources and to increase capacity where required. This should now be marked as complete with a system now in place for regular ongoing review. | | n/a | | n/a | | Complete |
| 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 . | | n/a | | n/a | | Complete |
| 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 a 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 within 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. | | n/a | | n/a | | Complete |
| 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 | | n/a | | n/a | | Complete |
| IP38 | CO | Joint engagement meetings regarding financial sustainability with key stakeholders (PKC Head of Finance, NHST Director of Finance, Chief Executives) | | Complete | | n/a | | n/a | | Complete |