



REPORT TO: PERFORMANCE AND AUDIT COMMITTEE – 22 SEPTEMBER 2020

REPORT ON: JOINT INSPECTION (ADULTS): THE EFFECTIVENESS OF STRATEGIC PLANNING IN PERTH & KINROSS (SEPTEMBER 2019)

REPORT BY: CHIEF FINANCE OFFICER

REPORT NO: PAC10-2020

1.0 PURPOSE OF REPORT

1.1 To provide an update to the Performance and Audit Committee on progress made by the Clinical, Care and Professional Governance Group in considering learning and associated improvement actions from the Joint Inspection (Adults) of the Effectiveness of Strategic Planning in Perth and Kinross Health and Social Care Partnership.

2.0 RECOMMENDATIONS

It is recommended that the Performance and Audit Committee (PAC):

- 2.1 Note the progress made by the Clinical, Care and Professional Governance Group in identifying areas of learning and associated improvement actions from the Perth and Kinross Joint Inspection report (section 4.4).
- 2.2 Note the ongoing work within the Strategy and Performance Service to collate a range of existing improvement plans and actions into a single governance, business support and strategic commissioning improvement plan that is deliverable within available resources.
- 2.3 Instruct the Chief Finance Officer to present the single improvement plan for approval by PAC no later than 31 March 2021.

3.0 FINANCIAL IMPLICATIONS

3.1 None.

4.0 MAIN TEXT

4.1 As part of the statutory programme of inspection activity for Health and Social Care Partnerships across Scotland, Scottish Ministers have asked the Care Inspectorate and Healthcare Improvement Scotland to jointly report on the effectiveness of strategic planning by Integration Authorities. Joint inspections of strategic planning have within their scope how Integration Authorities plan, commission and deliver high-quality services in a co-ordinated and sustainable way.

4.2 In December 2019 the Integration Joint Board considered the inspection report, published in September 2019, regarding strategic planning arrangements in Perth and Kinross Health and Social Care Partnership [https://www.careinspectorate.com/images/documents/5288/Perth%20and%20Kinross%20joint%20inspection%20\(adults\)%20strategic%20planning_September%2019.pdf](https://www.careinspectorate.com/images/documents/5288/Perth%20and%20Kinross%20joint%20inspection%20(adults)%20strategic%20planning_September%2019.pdf) (article IX of the minute of the meeting of the Dundee Integration Joint Board 17 December 2019 refers).

4.3 Given the particularly close links between Dundee and Perth & Kinross considering the results of their inspection was agreed by the IJB to be particularly relevant in contributing to continuous improvement, specifically in relation to any learning from the inspection that relates to regional

issues or interfaces with regional partners (such as NHS Tayside) and to hosted services arrangements.

- 4.4 The Clinical, Care and Professional Governance Group (CCPGG) for Dundee Health and Social Care Partnership, jointly chaired by the Head of Health and Community Care and the Medical Director, have now the inspection report in detail to identify areas for improvement in Dundee. Areas identified were:

Area of Focus	Action Required
Performance Management	<ul style="list-style-type: none"> • Ensure clear monitoring and performance frameworks in place for new initiatives including impact on interfacing services. • Strengthen performance reporting against the Strategic Plan and priorities.
Operational Performance Monitoring	<ul style="list-style-type: none"> • Ensure waiting time data/unmet need included in routine performance reporting for both Health & Social Care Services.
Locality Planning	<ul style="list-style-type: none"> • Development of a locality planning framework.
Hosted Services	<ul style="list-style-type: none"> • Sharing of hosting information: performance, financial and clinical.
Self-Directed Support	<ul style="list-style-type: none"> • Refresh, re-state and implement personalisation strategy.
Self-Evaluation	<ul style="list-style-type: none"> • Agree and implement self-evaluation framework.
Financial Planning	<ul style="list-style-type: none"> • Strengthen financial planning support capacity.
Risk Management	<ul style="list-style-type: none"> • Review, finalise and implement risk management framework and register.
Market Facilitation	<ul style="list-style-type: none"> • Refresh market facilitation statement.
Workforce Plan	<ul style="list-style-type: none"> • Workforce strategy and plan to be developed.
Locality Management	<ul style="list-style-type: none"> • Further develop locality working, based on local need.
Leadership	<ul style="list-style-type: none"> • Demonstrate visible leadership • Ensure vision and aims are embedded in all documents and processes, visible and known.
Clinical Care & Professional Governance	<ul style="list-style-type: none"> • Develop wider understanding of arrangements and principles and clarify approaches.

- 4.5 Work is currently being undertaken by the Strategy and Performance Service to collate and rationalise a number of individual improvement plans that have been generated in response to reports such as internal audit reports, annual governance statements, the Ministerial Strategic Group self-assessment exercise conducted in 2019 and consideration of Joint Inspection reports from other Partnerships. This exercise is focused on improvement actions that relate to governance, business planning and strategic commissioning (including strategic planning and performance) functions, rather than on operational improvements. The production of a single governance, business support and strategic commissioning improvement plan will support the PAC to maintain an oversight of improvement activity, including tracking the timely completion of actions.

- 4.6 Rather than producing a separate action plan in response the Joint Inspection report for Perth and Kinross, the improvement actions detailed in section 4.4 will be considered as part of the work to produce a single governance, business support and strategic commissioning improvement plan. This will include identifying appropriate leads and timescales for individual areas of improvement identified in section 4.4. This work has been significantly delayed by the COVID-19 pandemic and it is now anticipated that a draft will be available for submission to PAC no later than 31 March 2020.

5.0 POLICY IMPLICATIONS

5.1 This report has been screened for any policy implications in respect of Equality Impact Assessment. There are no major issues.

6.0 RISK ASSESSMENT

6.1 This report has not been subject to a risk assessment as it does not require any policy or financial decisions at this time.

7.0 CONSULTATIONS

7.1 The Chief Officer, Head of Service - Health and Community Care and the Clerk and Clinical Care and Professional Governance Group were consulted in the preparation of this report.

8.0 BACKGROUND PAPERS

8.1 None.

Dave Berry
Chief Finance Officer

DATE: 24 March 2020

Kathryn Sharp
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