



Angus Health and Social Care Partnership - MSG Report




Generated on 30 July 2020

MSG01 Collaborative leadership and building relationships

MSG0101 All leadership development will be focused on shared and collaborative practice

Code	Action	Due Date	Latest Update	Status	Assigned To
ACT0101	The Partnership's workforce plan should be reviewed to take account of the leadership development needs of the partnership.	24-Jul-2020	Bill Troup 21-Jul-2020 Draft plan to be presented to Angus IJB in August	 In Progress 86%	Bill Troup
ACT0102	Raise awareness within NHS Tayside of the importance of partnership working through the GP subcommittee and the Clinical Alliance	31-Jul-2020	Vivienne Davidson 27-Jul-2020 There has now been agreement for much wider representation from the Partnership in NHS Tayside working groups and agreed attendance from NHS Tayside at SPG.	 Completed 100%	Alison Clement

MSG0102 Relationships and collaborative working between partners must improve



Code	Action	Due Date	Latest Update	Status	Assigned To
ACT0103	Develop and implement a consistent approach to cross agency operational instructions, standard operating procedures guidance in work planning areas.	24-Jul-2020	Fiona Rennie 23-Jul-2020 This action is still delayed due to COVID 19 and it's reliance on HR input in relation to joint recruitment processes. the O.I.'s update has progressed further since the last update, but the other related actions remain at the same level of progress.	 Overdue 50%	Fiona Rennie
ACT0104	Develop written integrated guidance that enables joint job descriptions and recruitment where appropriate and encourages a culture of integration.	24-Jul-2020	Bill Troup 21-Jul-2020 Little progress on this. This will be listed as an action on the workforce implementation plan	 In Progress 10%	Bill Troup
ACT0105	Establish arrangements to improve the strategic connect in relation to integrated children's service planning.	30-Sep-2019	Vivienne Davidson 11-Feb-2020 Monthly meetings have been established with the Director of Children and Families and Criminal Justice (CSWO). A project group has been established to deliver improvements in transition. This will be considered at a future SPG meeting.	 Completed 100%	George Bowie

ACT0106	Formalise and implement a regular communication approach with Council elected members and NHST non-executive directors to keep them informed about Partnership decisions that	31-Jul-2020	Vivienne Davidson 28-Jul-2020 regular meetings were established with elected members before Covid 19. These will be reinstated as soon as possible with invitations made to NHS Tayside non-executive Directors.	✔ Completed 100%	Georg Bowie e
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MSG0103 Relationships and partnership working with the third and independent sectors must improve

Code	Action	Due Date	Latest Update	Status	Assigned To
ACT0107	Work with the third sector to improve funding and contractual arrangements	30-Apr-2020	Vivienne Davidson 11-Feb-2020 A review of grant funding and contracts has taken place. A market facilitation statement has been published setting out the arrangements for working with the third and independent sectors. A number of joint meetings have been held with the third sector, Angus Council and Angus HSCP to continue to build positive contractual arrangements.	✔ Completed 100%	George Bowie
ACT0108	Strengthen shared strategic planning with residential care sector (building on developments with care at home providers in HTLH).	31-Jul-2020	Vivienne Davidson 28-Jul-2020 A Senior Planning Officer (Strategic Partner Relations) has been appointed to support his work. A service continues to be commissioned from Scottish Care which also supports arrangements with the independent	✔ Completed 100%	George Bowie
ACT0109	Progress revised approach to work with third sector agreed at three Angus development events.	30-Apr-2020	Vivienne Davidson 11-Feb-2020 A charter has been agreed between the third sector, Angus Council and Angus HSCP. Regular meetings are now in place to continue to build on a positive approach to working in partnership.	✔ Completed 100%	George Bowie
ACT0110	Review the arrangements for the third sector collaborative	30-Sep-2019	Vivienne Davidson 15-Jan-2020 review complete and organisations informed of	✔ Completed 100%	Vivienne Davidson
ACT0111	Continue to build relationships with third sector and independent organisations throughout Angus and increase involvement in order to develop stronger resilience in communities and support preventative approaches.	31-Jul-2020	Vivienne Davidson 27-Jul-2020 A Senior Planning Officer (Strategic Partner Relations) has now been appointed to build relationships with the independent sector alongside a post commissioned from Scottish Care. Relationships with the third sector are supported through arrangements with Voluntary Action Angus. Transforming Angus led by Community Planning approach aims to continue to build better relationships with the third sector.	✔ Completed 100%	Gary Malone

MSG0201 Health Boards, Local Authorities and IJBs should have a joint understanding of their respective financial positions as they relate to integration

Code	Action	Due Date	Latest Update	Status	Assigned To
ACT011 2	Partners to develop financial planning/reporting that reflects their role as a partner with the Health and Social Care Partnership.	24-Jul-2020	Sandy Berry 21-Feb-2020 Some outstanding issues regarding in year reporting of LHSA.	 Overdue 75%	Sandy Berry; Ian Lorimer; Stuart Lyall
ACT011 3	Meetings with NHS Tayside, Angus Council and the partnership should be set up quarterly to build a common understanding and further support the budget setting process, and Partnership financial	31-Mar-2022	Sandy Berry 21-Feb-2020 Meetings scheduled for 2020/21 and will be scheduled for future years.	 Completed 100%	Sandy Berry; Ian Lorimer; Stuart Lyall


MSG0202 Delegated budgets for IJBs must be agreed timeously

Code	Action	Due Date	Latest Update	Status	Assigned To
ACT011 4	NHS Tayside should bring forward budget setting timelines and dedicate resources to resolving remaining risk areas.	31-Jul-2020	Vivienne Davidson 27-Jul-2020 NHST budget assumptions now shared promptly with the Partnership.	 Completed 100%	Stuart Lyall
ACT011 5	Develop a clear link between long term Scottish Government financial plans and Integration Joint Board financial planning.	31-Jul-2020	Vivienne Davidson 27-Jul-2020 As much as can be achieved locally has been delivered.	 Completed 100%	Sandy Berry
ACT011 6	Statutory partner leaders should jointly identify resources needed to	24-Jul-2020		 In Progress 0%	Sandy Berry; Ian Lorimer; Stuart Lyall
ACT011 7	Develop a single integrated review process for local HSCP budget	31-Dec-2019	Sandy Berry 21-Feb-2020 Angus Strategic Financial Planning all undertaken on a whole-HSCP basis as per report 82/19 to IJB December 2019	 Completed 100%	Sandy Berry


MSG0203 Delegated hospital budgets and set aside requirements must be fully implemented

Code	Action	Due Date	Latest Update	Status	Assigned To
ACT011 8	NHS Tayside must work with Integration Joint Boards to resolve the Large Hospital Set Aside agenda. Ref: 3(v)a	31-Jul-2020	Vivienne Davidson 27-Jul-2020 Limited progress has been achieved to date. Updates on this issue are regularly reported to the IJB.	 Overdue 25%	Sandy Berry; Stuart Lyall; Gail Smith



MSG0204 Each IJB must develop a transparent and prudent reserves policy

Code	Action	Due Date	Latest Update	Status	Assigned To
ACT0119	Develop policies regarding process for ear-marking reserves and to ensure reserves do not build up unnecessarily.	30-Sep-2019	Sandy Berry 21-Feb-2020 Updated IJB Reserves policy agreed at IJB Board meeting of October 2019 (Report 60/19).	 Completed 100%	Sandy Berry

MSG0205 Statutory partners must ensure appropriate support is provided to IJB S95 Officers



Code	Action	Due Date	Latest Update	Status	Assigned To
ACT0120	Undertake a review of support arrangements with Angus Council and NHST including reviewing the provision of dedicated NHST finance support already being developed.	31-Jul-2020	Vivienne Davidson 27-Jul-2020 From early 2020 dedicated NHS finance support have been provided to the CFO. A further review of support from Angus Council is required.	 Overdue 50%	Sandy Berry; Ian Lorimer; Stuart Lyall

MSG0206 IJBs must be empowered to use the totality of resources at their disposal to better meet the needs of their local populations

Code	Action	Due Date	Latest Update	Status	Assigned To
ACT0121	Ensure that there is an increased shared understanding of resource management and of the flexibilities available to redesign resources / remodel / reallocate resources within the	31-Jul-2020	Vivienne Davidson 27-Jul-2020 Finance reports are regularly provided to the IJB and SPG. This has increased understanding and knowledge of resource management in the Partnership.	 Completed 100%	Sandy Berry
ACT0122	Develop a model of diabetes care improvement across the whole system including acute services which allows transfer of funds as appropriate.	31-Jul-2020	Vivienne Davidson 27-Jul-2020 Further progress on this has been hindered by the response to Covid 19. Good progress has been made on the use of digital solutions, Near me and Oviva.	 Overdue 50%	Alison Clement

MSG03 Effective strategic planning for improvement

MSG0301 Statutory partners must ensure that Chief Officers are effectively supported and empowered to act on behalf of the IJB


Code	Action	Due Date	Latest Update	Status	Assigned To
ACT0123	Service level agreements setting out explicitly the support arrangements and associated resources must be developed.	31-Jul-2020	Vivienne Davidson 27-Jul-2020 progress on this work has been held up due to the level of Covid related work being undertaken by lead officers. It is now planned to relate the update of the support arrangements to the review of the Integration scheme being undertaken this year.	 Overdue 25%	Gordon Cargill; Bill Nicoll; Gail Smith
ACT0124	Discussions must take place with partner organisations to secure additional resource to meet strategic commissioning requirements.	31-Jul-2020	Vivienne Davidson 27-Jul-2020 Discussions on the level of support for Strategic Commissioning will be delivered as part of the review of support arrangements. ACT0123	 Overdue 20%	Gail Smith

ACT012 5	The position and role of the Chief Officer as set out in legislation should be more clearly reflected in the partners	31-Jul-2019	Vivienne Davidson 27-Jul-2020 Chief Officer regularly attends NHS Tayside and Angus Council Management meetings.	✔️	Completed	100%	
ACT012 6	A policy for the recruitment, selection, induction and support of voting and non-voting members IJB members will be developed	31-Jul-2020	Vivienne Davidson 27-Jul-2020 A draft Induction pack has been developed and is currently being consulted on with recently appointed IJB/ SPG members.	✔️	Completed	100%	Gail Smith
ACT012 7	Partner agencies must agree an effective formal framework for consultation	31-Jul-2019	Vivienne Davidson 27-Jul-2020 Angus Council and NHS Tayside representation at SPG has been agreed providing relationships for formal	✔️	Completed	100%	
ACT012 8	Partner agencies must ensure that Angus HSCP is consulted on strategic plans	31-Jul-2020	Gordon Cargill 25-Jul-2020 Agreed that future approach now embedded to ensure information is shared between respective organisations for consultation and input as appropriate going forward.	✔️	Completed	100%	Gordon Cargill; Vivienne Davidson; Hazel Scott

MSG0302 Improved strategic planning and commissioning arrangements must be put in place



Code	Action	Due Date	Latest Update	Status	Assigned To
ACT012 9	The Audit committee will consider a report on an assessment of the Partnership's effectiveness in relation to strategic commissioning	24-Jul-2020	George Bowie 10-May-2020 work is progressing on this action but has been hindered by outbreak of Covid 19	🛑 Overdue 35%	George Bowie
ACT013 0	The Strategic Delivery Plan should include clear steps that demonstrate how the ambitions for change (goals) within the Strategic Commissioning Plan will be achieved.	24-Jul-2020	Vivienne Davidson 24-Jul-2020 Guidance issued to project leads. The 3 programme boards (Improvement and Change, Angus Care Model and Mental Health) are developing overarching improvement plans	🛑 Overdue 60%	Vivienne Davidson
ACT013 1	The SPG must have oversight of all transformation and improvement plans.	31-Jul-2020	Vivienne Davidson 27-Jul-2020 Strategic priorities post Covid require to be reviewed before this action can be completed.	🛑 Overdue 60%	George Bowie; Gail Smith; Bill Troup
ACT013 2	All leads for operation and other improvement plans to address the Angus 6R's for improvement and transformation through their plans	31-Jul-2020	Vivienne Davidson 27-Jul-2020 Guidance issued by SPG to all project leads.	✔️ Completed 100%	Vivienne Davidson
ACT013 3	The workforce plan will be reviewed and brought into line with the Strategic Plan for 2019- 22 including addressing goals, improvement and	31-Jul-2020	Vivienne Davidson 27-Jul-2020 Draft workforce plan reviewed at August 2020 IJB. The plan is now in line with the timescales of the Strategic Plan.	✔️ Completed 100%	Bill Troup

MSG0303 Improved capacity for strategic commissioning of delegated hospital services must be in place



Code	Action	Due Date	Latest Update	Status	Assigned To
ACT013 4	Hospital set aside and devolved hospital budgets should be agreed and financial transfers made by April 2020 with associated plan for commissioning of hospital services.	31-Jul-2020	Vivienne Davidson 27-Jul-2020 Limited progress has been made to date. Updates are provided regularly to the IJB. This action is now linked to ACT0118.	 Overdue 25%	Grant Archibald; Sandy Berry; Stuart Lyall; Gail Smith

MSG04 Governance and accountability arrangements


MSG0401 The understanding of accountabilities and responsibilities between statutory partners must improve

Code	Action	Due Date	Latest Update	Status	Assigned To
ACT013 5	An organisational accountability and governance framework must be shared with	31-Oct-2019		 Completed 100%	Ga Smith il
ACT013 6	The Integration Scheme reviewed and support arrangements to be formally established	30-Apr-2021	Vivienne Davidson 28-Jul-2020 Consultation with prescribed groups to be undertaken before review is completed. Review in line with Scottish Government guidance during Covid.	 In Progress 90%	Ga Smith il


MSG0402 Accountability processes across statutory partners will be streamlined

Code	Action	Due Date	Latest Update	Status	Assigned To
ACT013 7	Review the publication scheme.	24-Jul-2020	Keith Whitefield 22-Jul-2020 Consultation on a revised Publication Scheme and Guide to Information will be carried out in August 2020 with a view to submission for approval by IJB in October	 Overdue 50%	Keith Whitefield
ACT013 8	Participation in a Tayside wide review of clinical governance framework and reporting.(Getting it right for everyone) and from that review Angus structures and	24-Jul-2020	Fiona Rennie 23-Jul-2020 Framework now complete	 Completed 100%	Karen Anderson; Alison Clement; Kathryn Lindsay; Fiona




MSG0403 IJB chairs must be better supported to facilitate well run Boards capable of making effective decisions on a collective basis

Code	Action	Due Date	Latest Update	Status	Assigned To
ACT013 9	Develop an induction process for new members of the Integration Joint Board, Audit Committee and Strategic Planning Group members.	31-Jul-2020	Vivienne Davidson 27-Jul-2020 An induction process has been developed alongside ACT0126 induction guidance.	 Completed 100%	Ga Smith il

MSG0404 Clear directions must be provided by IJBs to Health Boards and Local Authorities



Code	Action	Due Date	Latest Update	Status	Assigned To
ACT0140	The Integration Joint Board will make more use of directions to make clear to the partner bodies how they wish them to carry out functions of the Integration Joint Board) This will include specifying the role of the Chief Officer and Senior Managers in	31-Jul-2020	Vivienne Davidson 27-Jul-2020 A new template for IJB reports has been produced along with a template directions letter. These now require to be implemented.	 Overdue 60%	Ga Smith il

MSG0405 Effective, coherent and joined up clinical and care governance arrangements must be in place



Code	Action	Due Date	Latest Update	Status	Assigned To
ACT0141	Establish a sub group of the CCPG to act on inspection results, adverse events, LAERs and AC HSE events.	30-Sep-2019	Bill Troup 14-Jan-2020 AEM established with agreed terms of reference	 Completed 100%	Bill Troup
ACT0142	Risk registers should be developed which allow clinical, care and professional governance risks to be identified and acted on.	31-Jul-2020	Vivienne Davidson 27-Jul-2020 Following an internal risk management report, a development session for IJB members is scheduled in October. This will include a discussion on risk appetite. New arrangements have been established for the oversight of strategic, financial and operational risks.	 Completed 100%	Alison Clement
ACT0143	Identify options for a single process to support all CCPG reporting needs.	31-Mar-2022	Vivienne Davidson 28-Jul-2020 Administrative support has been put in place to support reporting arrangements.	 Completed 100%	Vivienne Davidson

MSG05 Ability and willingness to share information




MSG0501 IJB annual performance reports will be benchmarked by Chief Officers to allow them to better understand their local performance data

Code	Action	Due Date	Latest Update	Status	Assigned To
ACT0144	Review the performance framework.	31-Jul-2020	Vivienne Davidson 27-Jul-2020 Relationship with NHS Tayside business unit is progressing well to deliver on a performance framework. More recent personnel changes in the Partnership team provides an opportunity to review performance	 Overdue 80%	Vivienn Davidson e
ACT0145	Ensure that data dashboards include benchmarking data as it becomes available	31-Jul-2020	Vivienne Davidson 27-Jul-2020 Benchmarking against Scotland for all national indicators is provided on the	 Completed 100%	Vivienn Davidson e

Appendix 1



ACT014 6	Work with partners to develop a Partnership Intranet and Extranet capability.	31-Mar-2022	<p>Keith Whitefield 28-Jul-2020 Angus Council are hosting the AHSCP intranet within its Office 365 tenant on behalf of the Partnership. Angus Council experienced some technical challenges in the early stages of implementing Office 365 and Covid-19 has also contributed to delays. However, the project is still on track to deliver a Partnership Intranet with Extranet capabilities within the current financial year.</p> <p>The Intranet is currently being constructed and rolled out with a number of working groups and teams already using the new platform, having migrated from the Huddle platform.</p> <p>It is anticipated that most service teams and working groups will have migrated to the new AHSCP Intranet by the end of October 2020, with additional collaboration features including full integration of Microsoft Teams.</p>	 In Progress 60%	Caroline Cooper; Iain Hanna; Keith Whitefield
ACT014 7	Extend use of self-evaluation to services and projects where this does not currently exist.	31-Dec-2019	Keith Whitefield 26-Feb-2020 The final version of the REFLECT self-evaluation framework has now been approved and will be used by all AHSCP services from April 2020.	 Completed 100%	Fiona Rennie; Keith Whitefield

MSG0502 Identifying and implementing good practice will be systematically undertaken by all partnerships



Code	Action	Due Date	Latest Update	Status	Assigned To
ACT014 8	Identify more opportunities for sharing good practice within the annual report	31-Mar-2022		 Completed 100%	Vivienne Davidson
ACT014 9	Develop a shared learning approach to good practice	31-Jul-2020	Vivienne Davidson 27-Jul-2020 A shared learning approach has been developed at a national level through the Scottish Government and through the activities of HIS. Locally learning is shared through Senior Leadership Team and through the	 Completed 100%	Sally Wilson
ACT015 0	Develop locality pages on the website to allow for the sharing of good practice from a locality level.	31-Jul-2020	Vivienne Davidson 27-Jul-2020 Locality plans and locality performance information are provided on the partnership website.	 Completed 100%	Vivienne Davidson

MSG06 Meaningful and sustained engagement


MSG0601 Effective approaches for community engagement and participation must be put in place for integration

Code	Action	Due Date	Latest Update	Status	Assigned To
ACT015 1	Update the Communication and Engagement plan to be in line with 2019-22 Strategic Plan and to identify new ways to involving the public in decision	31-Jul-2020	Vivienne Davidson 27-Jul-2020 A new Communications and Engagement plan has been developed.	 Completed 100%	Gary Malone; Sally Wilson
ACT015 2	Set out the AHSCP's commitment to the Community Planning Partnership.	31-Dec-2019	Vivienne Davidson 11-Feb-2020 Commitment to work alongside the Community Planning Partnership is set out in the Strategic Commissioning Plan 2019-22. Arrangements are now in place to ensure attendance at the Community Planning Executive Group. Angus HSCP is leading on the delivery of one of the community planning priorities (mental	 Completed 100%	Gail Smith



MSG0602 Improved understanding of effective working relationships with carers, people using services and local communities is required

Code	Action	Due Date	Latest Update	Status	Assigned To
ACT015 3	Identify opportunities with the third and independent sectors and community planning partners for shared approaches to engagement	31-Dec-2019	Sally Wilson 23-Jan-2020 The CPP Mapping which is underway will create a joint action plan across the partnership for identified activity. A communications plan will be developed around this to ensure effective and consistent messaging is achieved. A short life strategic working group has been developed to set the direction of the partnership following the completion of the combined action plan.	 Completed 100%	Shelley Hague; Sally Wilson
ACT015 4	Agree a process for sharing the outcomes of engagement activity with community planning partners	31-Dec-2019	Sally Wilson 23-Jan-2020 To date any engagement work has been shared with partners and has formed the basis of the annual performance report. There is also a designated website for plans, minutes and feedback. The twitter feeds between CPP and HSCP are aligned with shared messages and signposting. A communications plan was approved at the CPP Board in 2018 which is linked to the risk register and Improvement plan. Work is scheduled for 2020 to refresh these documents to ensure they remain preventative and effective.	 Completed 100%	Shelley Hague; Sally Wilson

Appendix 1

ACT015 5	Improve recording and sharing of qualitative information to illustrate the difference are we making.	31-Jul-2020	Vivienne Davidson 27-Jul-2020 Arrangements are in place through the Communication and Engagement Group to collect qualitative information.	 Completed 100%	Gary Malone; Sally Wilson
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MSG0603 We will support carers and representatives of people using services better to enable their full involvement in integration

Code	Action	Due Date	Latest Update	Status	Assigned To
ACT015 6	Develop a policy on support for carers and user representatives. (mandatory expenses, IT equipment, named officer contact	31-Dec-2019	Vivienne Davidson 27-Jan-2020 Policy provided to Chief Officer.	 Completed 100%	Vivienne Davidson
ACT015 7	Ensure user and carer representatives are supported with an induction process.	31-Dec-2019	Vivienne Davidson 27-Jan-2020 Arrangements are in place with Angus Carers to provide support for carers representative on IJB, SPG and audit committee. A member of staff has been nominated to provide support for User/patient	 Completed 100%	Gail Smith