



REPORT TO: INTEGRATION JOINT BOARD – 20 APRIL 2022

REPORT ON: DUNDEE HEALTH AND SOCIAL CARE PARTNERSHIP ANNUAL PERFORMANCE REPORT ARRANGEMENTS

REPORT BY: CHIEF OFFICER

REPORT NO: DIJB34-2022

1.0 PURPOSE OF REPORT

1.1 The purpose of this report is to recommend a revised method of delivering annual performance reporting requirements from 2021-22 onwards.

2.0 RECOMMENDATIONS

It is recommended that the Integration Joint Board (IJB) ;

- 2.1 Note the historic approach to delivering the IJB's Annual Performance Report and feedback received from stakeholders, including members of the public (section 5).
- 2.2 Approve the proposal that for the 2021/22 reporting year the IJB publishes a summary version of the annual performance report only (section 6.1).
- 2.3 Approve the proposed approach to delivering the annual performance report in 2022/23, testing a modern approach to delivering performance information to the public in a more accessible format whilst still meeting statutory requirements (sections 6.2 and 6.3).
- 2.4 Note that the approach to delivering the annual performance report will continue to evolve and develop over the coming years as new approaches are tested, the Strategic and Commissioning Plan is reviewed and implementation of the National Care Service is progressed.

3.0 FINANCIAL IMPLICATIONS

3.1 None.

4.0 Background Information

- 4.1 Section 42 of the Public Bodies (Joint Working) (Scotland) Act 2014 states that Integration Authorities must prepare an annual performance report for each reporting year. A performance report is described as a report which sets out an assessment of performance by each Integration Authority in planning and carrying out its integration functions. The Public Bodies (Content of Performance Reports) (Scotland) Regulations 2014 sets out the prescribed content of an annual report prepared by an Integration Authority in terms of Section 42 of the Act.
- 4.2 There is a requirement for each Integration Authority to publish their annual performance report within four months of the end of the reporting year. The sixth annual report of the Dundee Health and Social Care Partnership (for 2021/22) is therefore due for publication by 31 July 2022.

5.0 Annual Performance Report 2016/17 to 2020/21

- 5.1 From 2016/17 to 2018/19 a full annual performance report was published by the 31st July deadlines. Due to the emergency response to the COVID-19 pandemic it was agreed that in 2019/20 and 2020/21 a summary version of the full report would be published by the July deadline, which met the requirements of the regulation. Following this a full version was prepared and published following the IJB in October each year.
- 5.2 Evidence is collated in the form of narrative, case studies, surveys, images, quotes etc and until 2019/20 this evidence was mapped over to the National Health and Wellbeing Outcomes sections of the APR. Under each of these sections the local strategic priorities and Best Value principles were linked. It was agreed that in 2020/21 the annual performance report should be more focussed on the Strategic and Commissioning Plan and therefore the evidence was mapped across to the four strategic priority sections and under these four sections the National Outcomes and Best Value principles were linked.
- 5.3 The production of the annual performance report is led by the Strategy and Performance Service and involves collaboration with a range of officers and stakeholders across the Dundee Health and Social Care Partnership, including internal services and commissioned providers. The production of summary and full reports can take up to five months and consumes a significant amount of resource from within already pressured services. Resource invested in producing the annual report has a significant opportunity cost, taking officers away from other priority tasks associated with strengthening wider performance reporting and improvement activities.
- 5.4 Feedback regarding previously published annual performance reports from IJB members and the Scottish Government has always been positive, however the length, format and legislative content of the report makes it inaccessible to many service users and Dundee citizens. The length and content are largely driven by the requirements of the regulations, rather than the needs and preferences of Dundee citizens and other stakeholders. Informal feedback from a range of service providers suggest that the full version of the annual report is not utilised by people who use services, unpaid carers or wider community members, that they prefer shorter summary documents and would like performance information to be more accessible throughout the year.
- 5.6 Having reflected on the factors outlined in sections 5.3 and 5.4 officers have considered alternative approaches to reporting which will meet statutory obligations, be more accessible, use modern technology to engage with Dundee citizens and the workforce, whilst reducing the concentrated demand on operational colleagues when evidence is sought at a single point at the end of each financial year. Proposals for an alternative approach, set out in section six of this report, also reflect the principle that the primary purpose of the annual report should be to evidence to the public in an open, transparent and accessible way the use and impact of public resources to meet the health and social care needs of the population and improve outcomes.

6.0 Annual Performance Report Recommended Approach

- 6.1 For 2021/22 reporting year only it is recommended that the IJB publishes only a summary version of the annual performance report. No full version will be produced. As in previous years, the summary version will be produced to meet the requirements set out in regulations. An alternative approach will also be tested in relation to the formatting of the report utilising digital platforms available to officers to produce a more interactive, accessible and user-friendly report. The use of digital platforms will open up the possibility of using video and audio clips alongside written content, again enhancing accessibility. This approach directly responds to feedback on previous reports, will enhance public transparency and accessibility and reduce the resource burden of developing and publishing the report.

6.2 For 2022/23 officers propose to test a more incremental and modern approach to delivering annual reporting requirements. Rather than producing a single report at the end of the financial year it is proposed that:

- a rolling annual report is produced in four strategic priority focussed editions throughout the year (at the end of each quarter), with an additional fifth edition at the end of year containing full financial year performance information and statutory content not included in editions one to four.
- an 'Information Section' is created on the Partnership website which will allow for increased public availability of performance information. The focused strategic priority editions would be hosted here alongside other performance reports and information.
- social media is used more creatively throughout the year to engage with Dundee Citizens regarding annual reporting content. Following on from each strategic priority edition elements could be utilised for promotion through social media platforms

6.3 Moving to this more incremental approach to achieving annual reporting requirements throughout the year has a number of advantages. The public will receive more regular and manageable (in terms of length and focus) updates on the performance and impact of the Partnership's work throughout the year; this is likely to increase public engagement with the report. The proposed approach will also improve reporting to the IJB and supplement quarterly performance reports already submitted to the Performance and Audit Committee; in particular it will strengthen reporting in relation to progress in implementing local strategic priorities and actions. Finally, this approach will be more manageable in terms of officer time by spreading the work associated with producing the report more evenly throughout the year. Overall, the proposed approach for 2022/23 will mean a more efficient use of resources, increased public transparency and accessibility, more timely information to the IJB in the form of quarterly submissions and easier to digest publications which are less overwhelming to read and understand.

6.4 Beyond 2022/23 officers will reflect on any leaning gained from testing the revised approach. New opportunities are also anticipated in terms of developments in Dundee City Council to better utilise Open Data platforms and other web-based information dashboards which could further enhance public accessibility of information, including allowing filtering of data from high level to more detailed levels. It is also expected that as part of the development and implementation of the National Care Service that detailed arrangements, including timescales, for annual reporting are likely to be revised and updated.

7.0 POLICY IMPLICATIONS

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

8.0 RISK ASSESSMENT

Risk 1 Description	Revised approach not accepted by the Scottish Government and peer Partnerships as a 'Gold Standard' approach and feedback from stakeholders is not positive.
Risk Category	Governance
Inherent Risk Level	Likelihood scoring 3 x Impact scoring 2 = 6 (Moderate)
Mitigating Actions (including timescales and resources)	<ul style="list-style-type: none"> • Proposed changes directly respond to stakeholder feedback regarding previous reports. • Proposed arrangements will be implemented in a way that cumulatively fulfill all current statutory reporting requirements for annual reports. • Listen to stakeholder feedback regarding the approach to be tested, review the revised approach at each step and act responsively.
Residual Risk Level	Likelihood scoring 2 x Impact scoring 1 = 2 (Low)
Planned Risk Level	Likelihood scoring 1 x Impact scoring 1 = 1 (Low)

Approval recommendation	Given the low level of planned risk, the risk is deemed to be manageable.
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Risk 1 Description	Resources within the Strategy and Performance and Health and Community Care Sections are unable to meet the demands to produce the revised approach.
Risk Category	Workforce
Inherent Risk Level	Likelihood scoring 4 x Impact scoring 3 = 12 (High)
Mitigating Actions (including timescales and resources)	<ul style="list-style-type: none"> • Plan reporting throughout the year and schedule reports. • Communicate with contributing teams regarding timescales and adapt to their peak resource times when possible. • Utilise existing information and reports wherever possible. • Listen to workforce feedback regarding the approach to be tested, review the revised approach at each step and act responsively.
Residual Risk Level	Likelihood scoring 2 x Impact scoring 3 = 6 (Moderate)
Planned Risk Level	Likelihood scoring 2 x Impact scoring 3 = 6 (Moderate)
Approval recommendation	The risk regarding resources for the recommended approach is no higher than the current approach, therefore the risk is deemed to be manageable.

9.0 CONSULTATIONS

9.1 The Chief Officer, Heads of Service, Health and Community Care and the Clerk were consulted in the preparation of this report.

10.0 BACKGROUND PAPERS

10.1 None.

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28 March 2022

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