

REPORT TO: HEALTH AND SOCIAL CARE INTEGRATION JOINT BOARD –
24 AUGUST 2022

REPORT ON: MINISTERIAL STRATEGIC GROUP SELF-ASSESSMENT FINDINGS –
IMPLEMENTATION UPDATE

REPORT BY: CHIEF OFFICER

REPORT NO: DIJB51-2022

1.0 PURPOSE OF REPORT

To update the Integration Joint Board on progress made to address the areas of improvement identified through the Ministerial Strategic Group (MSG) for Health and Community Care self-assessment conducted in 2019/20.

2.0 RECOMMENDATIONS

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

- 2.1 Note the content of this report, including the detailed update on improvement actions arising from the 2019/20 self-assessment activity contained within appendix 1.
- 2.2 Approve the proposal that the IJB ceases to receive any separate reports on the progress of the original MSG improvement plan, with reporting on individual areas continuing via the Governance Action Plan and individual workstream reports (section 4.2.7).

3.0 FINANCIAL IMPLICATIONS

- 3.1 None.

4.0 MAIN TEXT

4.1 Background

- 4.1.1 In February 2019, following the publication of the Audit Scotland 'Health and Social Care Integration: Update on Progress' report (November 2018, report available at: <https://www.audit-scotland.gov.uk/publications/health-and-social-care-integration-update-on-progress>), the Ministerial Strategic Group for Health and Community Care (MSG) published its own review report 'Ministerial Strategic Group for Health and Community Care, Review of Progress with Integration of Health and Social Care – Final Report' (report available at: <https://www.gov.scot/publications/ministerial-strategic-group-health-community-care-review-progress-integration-health-social-care-final-report/>). At this time, the MSG also re-convened its Leadership Group to take on a new role of driving forward and supporting implementation of the proposals set out in the MSG review. Included within the MSG review report was the expectation that Health Boards, Local Authorities and Integration Authorities would take the opportunity to evaluate their position in relation to the review report's findings and the findings contained within the earlier Audit Scotland report. The MSG subsequently issued a template for use by Health and Social Care Partnerships and partners to complete and submit.
- 4.1.2 In Dundee, the Strategic Planning Advisory Group (then known as the Integrated Strategic Planning Group) led the completion of the self-assessment template, with active input from both NHS Tayside and Dundee City Council. The completed self-assessment was submitted in draft to the government in May 2019, subsequently being approved by NHS Tayside, Dundee City Council and Dundee IJB in June 2019 (article VII of the minute of the Dundee Integration Joint Board held on 25 June 2019 refers).

4.1.3 The self-assessment identified a number of priority areas for improvement that required to be progressed collaboratively by the IJB, Dundee City Council and NHS Tayside. Partners agreed that the Strategic Planning Advisory Group should take the lead role in developing specific arrangements and resources to support progression in identified areas of improvement.

4.2 Improvement Plan

4.2.1 By August 2019, the Strategic Planning Advisory Group had completed work to develop an improvement plan. This covered seven key themes:

- Collaborative leadership and building relationships;
- Integrated finances and financial planning;
- Effective strategic planning for improvement;
- Governance and accountability arrangements;
- Ability and willingness to share information;
- Meaningful and sustained engagement; and,
- Cross-cutting actions.

Actions within the plan were originally scheduled for completion between October 2019 and June 2020.

4.2.2 From September 2020 an overarching action was added to the Governance Action Plan; *implementation of and reporting on all outstanding recommendations arising from the MSG report on health and social care integration* (article XVII of the minute of the Performance and Audit Committee held on 22 September 2020 refers). A final implementation date of December 2020 was assigned at that time, reflecting delays that had already been experienced due to the onset of the COVID-19 pandemic.

4.2.3 Updates continued to be provided to the Performance and Audit Committee through the Governance Action Plan throughout 2020/21 and into the first half of 2021/22. In May 2021 the expected completion date for the action was amended from December 2020 to March 2022, noting that the relevance and progress of the improvement work would be fundamentally impacted by the Independent Review of Adult Social Care in Scotland (the Feeley Report) (article XII of the minute of the Performance and Audit Committee held on 25 May 2021 refers). Following this significant work was undertaken, with the support of internal and external audit, to revise and consolidate the Governance Action Plan. The full list of original MSG improvement actions was considered alongside actions from other sources (for example, internal audit reports), actions that were no longer relevant were removed and actions that had the same intention were grouped together and replaced by a single consolidated action. A revised Governance Action Plan was presented to the Performance and Audit Committee in September 2021 (article VII of the minute of the Performance and Audit Committee held on 29 September 2021 refers). Therefore, whilst the current Governance Action Plan does not have any actions that explicitly refer to the MSG assessment and improvement plan, it does reflect the actions from this that remain relevant in the post-pandemic context.

4.2.4 The work of the Ministerial Strategic Group for Health and Community Care concluded in January 2020. Prior to this, no specific updates were requested from individual IJBs regarding local progress to address the findings of self-assessments and subsequent improvement plans. Since this time, the Scottish Government has published the Independent Review of Adult Social Care in Scotland (February 2021) and subsequently introduced the National Care Service (Scotland) Bill to the Scottish Parliament on 20 June 2022. It is widely understood that these developments have been informed by the findings of the MSG Review of Progress and set out the Scottish Government's intended approach to improving the arrangements for the governance, planning and delivery of integrated health and social care in the future.

4.2.5 The Integration Joint Board's Annual Internal Audit Report 2021/2022 noted that "*Action agreed under the MSG self-assessment have not been specifically monitored in 2020/21 and 2021/22 when focus has understandably been on responses to the pandemic. Attention is now shifting towards preparation for the introduction of the National Care Service....A number of these*

actions...remain extant...The IJB, either directly or through PAC, should receive an update on progress together with an assessment of what is required to ensure the agreed actions are implemented, including any input needed from partners.” (article XI of the minute of the Dundee Integration Joint Board held on 22 June 2022 refers). Appendix 1 contains an update position in relation to the original improvement plan developed by the Strategic Planning Advisory Group for Dundee. The table contained within appendix 1 also identifies where outstanding actions align to current items within the Governance Action Plan.

- 4.2.6 The information contained within appendix 1 demonstrates variable progress has been made across the actions identified within the MSG improvement plan. Good progress has been made in relation to alignment of budgetary processes, enhanced resources within the HSCP finance team, approaches to long-term financial planning and the management of reserves. Clinical, Care and Professional Governance actions have also been progressed successfully, including actions arising from a previous internal audit and the refresh of the Getting it Right for Everyone framework. The majority of actions reflect some progress having been made, with further work planned or required, this includes areas such as: visible and collaborative leadership; the use of directions; development of a financial framework linked to the strategic commissioning plan; re-design of the HSCP transformation programme; clarification of governance and accountability arrangements; induction and development sessions for the IJB; the operation of the Large Hospital Set Aside; and reducing duplication of effort across planning and governance systems within the corporate bodies. In some areas it is identified that very limited progress has been made, including work to enhance the contribution of the independent sector to strategic planning arrangements, activity to strengthen the overall strategic planning structure, enhancement of public reporting (beyond the annual performance report), and expanding community engagement in the work of the IJB and Strategic Planning Advisory Group.
- 4.2.7 The Scottish Government is no longer monitoring local progress in relation to MSG improvement plans and it is apparent that their intended route to resolve the remaining challenges and barriers to achieving health and social care integration is through the National Care Service programme of work. The MSG report informed the Independent Review of Social Care which led to the National Care Service proposals; with recognition that many of the challenges and barriers identified at a local level may require national leadership, policy and legislation to be able to be fully resolved. At a local level the Partnership is continuing to progress the majority of outstanding actions as reflected in the updates in appendix 1; many actions are aligned to items already contained in the Governance Action Plan or are planned to be delivered through the development of the replacement strategic commissioning plan and revised approach to annual reporting in 2022/23. These plans / programmes of work are already reported to the IJB (or the Performance and Audit Committee) on a regular basis and it is therefore proposed that the IJB ceases to receive any separate reports on the progress of the original MSG improvement plan.

5.0 POLICY IMPLICATIONS

- 5.1 This report has been subject to the Pre-IIA Screening Tool and does not make any recommendations for change to strategy, policy, procedures, services or funding and so has not been subject to an Integrated Impact Assessment. An appropriate senior manager has reviewed and agreed with this assessment.

6.0 RISK ASSESSMENT

- 6.1 This report has been considered in relation to risk assessment, no risks have been identified.

7.0 CONSULTATIONS

- 7.1 The Chief Finance Officer, Heads of Service, Health and Community Care and the Clerk have been consulted in the preparation of this report.

8.0 DIRECTIONS

- 8.1 The Integration Joint Board requires a mechanism to action its strategic commissioning plans and this is provided for in sections 26 to 28 of the Public Bodies (Joint Working)(Scotland) Act 2014. This mechanism takes the form of binding directions from the Integration Joint Board to one or both of Dundee City Council and NHS Tayside.

Direction Required to Dundee City Council, NHS Tayside or Both	Direction to:	
	1. No Direction Required	X
	2. Dundee City Council	
	3. NHS Tayside	
	4. Dundee City Council and NHS Tayside	

9.0 BACKGROUND PAPERS

9.1 None.

Vicky Irons
Chief Officer

DATE: 9 August 2022

Kathryn Sharp
Service Manager, Strategy and Performance

Appendix 1

MSG Improvement Plan Update

1 - Collaborative leadership and building relationships				
Action (Governance Action Plan links in italics)		Progress Measures	Current Status	Comments
1 a	Map gaps in collaborative leadership and practice to inform focused improvement activity.	Mapping exercise complete and improvement priorities identified.	RED	Progress on this impacted by the Covid-19 pandemic response. Review to be undertaken of new models of care implemented as part of the Covid-19 response alongside existing services which will support the mapping exercise.
1 b	Enhance visible leadership for integration across NHS Tayside and Dundee City Council, with continued support from the IJB, including an expectation that the needs of the IJB and integrated workforce will be considered at an early stage in single agency re-designs of systems and processes.	Evidence of earlier involvement of IJB in single agency re-design activity. Staff feedback regarding visibility of leadership through workforce surveys.	AMBER	Resilience planning and workforce arrangements during the pandemic period demonstrated earlier involvement of the Health and Social Care Partnership in some key areas. This includes workforce wellbeing and support, and digital / hybrid working arrangements. Staff feedback on visibility of leadership has been limited by the suspension of staff surveys / low response rates during the pandemic period and move to hybrid working.
1 c	Refresh the HSCP Learning and Organisational Development Strategy to reflect: <ul style="list-style-type: none"> a shared understanding of the needs of the integrated workforce. the need for collaborative leadership and practice resources across all statutory partners. the resources and investment required from each statutory 	A published workforce plan for 2019-2022.	GREEN	Dundee Health and Social Care Partnership Workforce Plan was approved in June 2022. A workforce planning group has been established and is continuing to lead further enhancement of the plan, including finalisation of an associated action plan.

1 - Collaborative leadership and building relationships				
	Action (Governance Action Plan links in italics)	Progress Measures	Current Status	Comments
	partner to deliver this in practice. <i>PAC8-2018-1</i>			
1 d	Further enhance the availability of integrated/collaborative leadership resources to the workforce, including the delegated workforce as well as key services within the Council and NHS that have a close interface with the IJB (for example, the range of support services).	Increase in range, accessibility and uptake of leadership resources across all statutory partners.	AMBER	Dundee City Council has significantly enhanced learning and development opportunities for leadership development. All materials and opportunities have been extended to the full Health and Social Care Partnership workforce (regardless of employing organisation). Post-pandemic and in advance of national developments related to the proposed National Care Service there have also been enhanced offers regarding integrated / collaborative leadership. Further progress would require capacity from Learning and Organisational Development Services in both NHS Tayside and Dundee City Council.
1 e	Work with the Third Sector to better manage the demand on their time / capacity whilst maintaining and further improving opportunities for partnership working with the widest possible range of Third Sector organisations. <i>Strategic Commissioning Plan Review – review of strategic planning structure</i>	Enhanced contribution of third sector partners within strategic planning processes. Broader representation from third sector partners across strategic planning processes.	AMBER	Third sector partners have continued to be well represented in local planning arrangements. This includes consistent representation at the IJB, Strategic Planning Advisory Group and across a number of care groups specific Strategic Planning Groups. The rationalisation of strategic planning activity during the pandemic period helped to reduce demand on their time / capacity, however it is

1 - Collaborative leadership and building relationships				
Action (Governance Action Plan links in italics)		Progress Measures	Current Status	Comments
				<p>recognised that this is no re-emerging as an area for concern.</p> <p>The Strategic Planning Advisory Group will review this action and identify any further progress that can now be made.</p>
1 f	<p>Work with the Independent Sector to:</p> <ul style="list-style-type: none"> map out current strengths and gaps in partnership working, and to agree priorities for improvement. develop a shared understanding of an appropriate and realistic model of partnership working that takes account of resource issues and builds on learning from our experience of working with the Third Sector. <p><i>Strategic Commissioning Plan Review – review of strategic planning structure</i></p>	Enhanced contribution of independent sector partners across strategic planning processes.	RED	<p>There have been no significant additional actions taken to enhance the contribution of independent sector partners. However, some key opportunities for contribution have been maintained, including membership of the Strategic Planning Advisory Group and operation of care group specific Strategic Planning Groups and provider forums.</p> <p>The Strategic Planning Advisory Group will review this action and identify any further progress that can now be made.</p>

2 - Integrated finances and financial planning				
Actions		Progress Measures	Current Status	Comments
2 a	Improve aligned and integrated budgeting and financial reporting at all levels within the Partnership.	Enhanced availability of integrated budget and financial reports.	AMBER	Although we continue to work with two distinct financial reporting systems, work has progressed to improve the integrated finance reports that are presented to IJB. The finance team has been re-aligned to better support integrated managers by working across both sides of the services and pathway. Further reporting enhancements are being implemented in 2022/23 to improve the reporting to senior management.
2 b	Establish a fully aligned budget setting process and procedures, including confirming Health Board budgets by the end of March each year.	Agreed budget setting date in March each year Resolution of historic issues.	GREEN	Although NHS Tayside does not formally approve its annual financial plan until April, the information provided from NHS Tayside's Director of Finance in relation to the level of resources provided enables the IJB to set its budget before the year-end.
2 c	NHS Tayside to streamline and further strengthen finance resources to support the CFO through a restructure of the NHST Finance Team.	Agreement with NHST and DCC on available dedicated resource to support financial management.	GREEN	A resource transfer has been actioned from NHS Tayside to part-fund a Finance Manager post, and this post is now in place.
2 d	Improve the use and quality of directions, including: <ul style="list-style-type: none"> the level of financial detail included in directions. Provision of developmental input regarding drafting of directions to staff writing them, including clear information about expected content and level of detail. 	Increased number of IJB reports including directions. Improved quality of directions. Agreed system for monitoring the implementation of directions across statutory partners.	AMBER	A Directions Policy has been drafted following the revision to the Integration Scheme. Once the Scottish Government confirm approval of the revised scheme, the Directions Policy will be progressed through the appropriate approval processes.

	<ul style="list-style-type: none"> co-ordination and consideration of whole system impact of directions, where relevant, with the other Tayside IJBs and bordering Health Boards. identifying appropriate approaches to monitoring the implementation and impact of directions once they have been issued. 			
2 e	Agree next steps to improve longer-term financial planning on a whole systems basis.	Agreed arrangements for financial planning.	GREEN	IJB five-year financial framework has been developed and approved.
2 f	<p>Further develop the three-year financial framework supporting the Strategic and Commissioning Plan, including developing specific financial frameworks for commissioning statements developed at Strategic Planning Group level.</p> <p><i>Strategic Commissioning Plan Review</i></p>	<p>Financial framework to support Strategic and Commissioning Plan 2019-2022 published.</p> <p>All Strategic Commissioning statements agreed by the IJB include financial frameworks.</p>	AMBER	IJB 5-year Financial Framework presented to the IJB and updated on an annual basis. Financial frameworks continue to be updated as revised Strategic Plans are progressed (eg Mental Health Strategy, ADP).
2 g	Further develop the planned and unscheduled care approaches under a collaborative management arrangement	<p>Agreement on management of set aside budget.</p> <p>Commissioning plan in respect to hospital prevention in place.</p>	AMBER	Progress on this between NHS Tayside and Tayside IJBs impacted by Covid19 Pandemic. Further discussions will take place over 2022/23 to progress this process.
2 h	Ensure that timescales for the use of reserves are set and agreed in all instances.	All decisions regarding use of reserves include clear timescale.	GREEN	Most of the IJB's earmarked reserves relate to specific Scottish Government funding (e.g. Covid19, Action 15 Mental Health) therefore timescales for spend are directed nationally. The only other earmarked reserve relates to a specific initiative around supporting the switch

				from analogue to digital telephony which has a specific end date.
2 i	<p>Implement the previously agreed actions from the Transformation and Service Redesign Audit:</p> <ul style="list-style-type: none"> • Review and enhance Transformation Delivery Group documentation to reflect requirement for an overarching transformation programme. • Review terms of reference for DHSCP governance and strategic groups. • Implement more regular reporting to Performance and Audit Committee (PAC) and IJB. • Transformation Programme documentation to be strengthened to include specific reference to programme / project impact on quality and on clinical /and or social work standards. • Produce comprehensive summary of 2019/20 savings proposals methodology as part of the final 2019/20 budget development source files. <p><i>PAC36-2020-1</i> <i>PAC20-2019-1</i> <i>PAC20-2019-2</i></p>	<p>Agreed structure and reporting arrangements for DHSCP Transformation Programme.</p> <p>All groups have updated terms of reference agreed.</p> <p>Savings proposal methodology for 2019/20 complete.</p>	AMBER	<p>The Transformation and Delivery Group was disbanded with responsibilities transferring to the Strategic Planning Advisory Group. These actions will be progressed during 2022/23 as we emerge from the Covid-19 pandemic to ensure the IJB's Transformation Programme is robust.</p>

	PAC20-2019-3			
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3 - Effective strategic planning for improvement				
Actions		Progress Measures	Progress Update	Comments
3 a	<p>Complete ongoing work to map out 'triple tracking' and inefficiencies associated with multiple systems and processes, and identify areas for streamlining and removing duplication where appropriate.</p> <p><i>PAC28-2020-3</i> <i>PAC28-2020-1</i></p>	<p>Agreed framework for reporting interfaces between the statutory partners.</p>	AMBER	<p>Some progress has been made through the revision of the Dundee Integration Scheme. However, this remains an ongoing area of concern.</p> <p>Proposed that this is best addressed for the long-term through active participation in the co-design process associated with the National Care Service.</p>
3 b	<p>Consolidate the respective roles and accountabilities of Chief Executives, Chief Operating Officers (or equivalent for NHS and Council) and Chief Officers.</p> <p><i>PAC7-2019-1</i></p>	<p>Enhanced shared understanding of roles and accountabilities.</p>	GREEN	<p>Addressed through process of revision of Dundee Integration Scheme.</p>
3 c	<p>Complete the review of the Partnership's strategic planning structure and function of the central Strategy and Performance Team to ensure adequate support to core / statutory planning and performance functions, including ensuring:</p> <ul style="list-style-type: none"> • sufficient opportunities for statutory partners to be involved in integration planning and delivery, with statutory partners committing to fully engaging with these opportunities. • continued engagement of service users, carers and communities to enable whole 	<p>Agreed SPG structure implemented.</p> <p>Increased engagement with SPG structure from statutory partners.</p> <p>Increased opportunities for service users, carers and communities to contribute to strategic work within HSCP.</p>	RED	<p>Planned work in this area was significantly disrupted by the pandemic impact on strategic planning arrangements.</p> <p>Current agreed approach is to deliver a revised strategic planning structure as part of work to develop a replacement strategic and commissioning plan for April 2023 onwards.</p> <p>Work is planned for 2022/23 to reset approach to strategic engagement with service users, carers and communities as this is identified as a priority within the 2022/23 strategic and commissioning plan extension.</p>

3 - Effective strategic planning for improvement				
Actions		Progress Measures	Progress Update	Comments
	<p>system approach to local service design and delivery, including involving them in the SPG review process.</p> <p><i>PAC31-2021-4</i></p>			
3 d	<p>Complete planned work to strengthen the functioning of the Integrated Strategic Planning Group, including securing appropriate and consistent participation from the Council and Heath Board</p> <p><i>Strategic Commissioning Plan Review – review of strategic planning structure</i></p>	<p>Increased attendance at the ISPG.</p> <p>ISPG meetings are held as planned.</p> <p>ISPG demonstrates clarity of role and remit.</p>	<p>AMBER</p>	<p>Now known as the Strategic Planning Advisory Group. Attendance has improved, including consistent representation from Dundee City Council. NHS Tayside attendance remains inconsistent. Meetings are held as planned and over the last year there has been a consistent focus on leading the review of the strategic and commissioning plan.</p> <p>Recent induction activity with the IJB has indicated a need to enhance visibility and understanding of the role of the Strategic Planning Advisory Group.</p> <p>Further progress in this area can be achieved through review of Strategic Planning Advisory Group representation by NHS Tayside.</p>
3 e	<p>Develop a Tayside Strategic Planning Framework, including alignment of organisational transformation programmes to ensure they are mutually supportive.</p> <p><i>Strategic Commissioning Plan Review</i></p>	<p>Strategic planning framework agreed amongst statutory partners.</p>	<p>AMBER</p>	<p>A framework has not yet been agreed. However, since the beginning of 2022 NHS Tayside has been hosting a Planning Interfaces Group including representation from the three Tayside IJBs. Early discussions are helping to clarify planning arrangements in each partner body and inform discussion about joint planning opportunities.</p>

4 - Governance and accountability arrangements				
	Actions	Progress Measures	Progress Update	Comments
4 a	<p>Progress work across statutory partners to clarify governance arrangements (Accountability and Governance Framework), including communicating a shared understanding to the delegated workforce and staff who work with it.</p> <p><i>PAC7-2019-4</i></p>	<p>Accountability framework agreed between statutory partners and communicated to key staff.</p>	AMBER	<p>Clarification with statutory partners achieved via review of Dundee Integration Scheme. Further work required to complete elements related to communication to key staff.</p> <p>Following the approval of the revised Integration Scheme, NHS Tayside and Dundee City Council must publish the final scheme. This will provide an opportunity for the corporate bodies to work with the IJB to further raise public and workforce awareness of integration arrangements, reflecting feedback provided during the public consultation stage of the review of the scheme.</p>
4 b	<p>Develop refreshed framework for accountability and reporting for assurance to Tayside NHS Board.</p>	<p>Agreed framework for reporting interfaces between the statutory partners.</p>	AMBER	<p>Accountabilities clarified following revision of Integration Scheme which will assist the development of the framework.</p>
4 c	<p>Complete the internal review of IJB governance and reporting arrangements to clarify and streamline structures and processes.</p> <p><i>PAC28-2020-2</i></p>	<p>Reduced duplication of reporting within IJB structures.</p> <p>Update terms of reference in place for all groups.</p>	AMBER	<p>Progress delayed due to Covid-19 pandemic. Will be taken forward during 2022/23 alongside reporting framework development noted in 4b.</p>
4 d	<p>Further develop approaches to public reporting, including direct engagement with community groups and considering potential for shared approaches across the statutory partners in Tayside.</p>	<p>Increased direct engagement with communities regarding locality needs and performance data.</p> <p>Increased availability of accessible information on DHSCP website.</p>	RED	<p>This area of work has been significantly delayed by staffing pressures, as well as the impact of the pandemic that reduced opportunities for direct community engagement.</p> <p>Planned future activity includes:</p>

	<i>PAC7-2019-6</i>			<ul style="list-style-type: none"> • addition of partnership performance section on website; • use of open data platforms currently being progressed by Dundee City Council; and, • revised arrangements for delivery of statutory Annual Performance Report.
4 e	Developing transparent public reporting at the Integrated Strategic Planning Group level to supplement and support that already taking place at an IJB level. <i>PAC7-2019-6</i>	ISPG minutes and reports available on DHSCP website.	RED	This is not yet in place. Additional administrative / committee support capacity would be required to enable this to be implemented.
4 f	Plan and implement a standard induction programme for IJB and ISPG members. <i>PAC36-2020-2</i>	Induction programme developed and implemented.	AMBER	An induction session has recently been developed and delivered for the IJB. This requires further revision to take account of feedback from members. Further progress would require capacity from Learning and Organisational Development Services in both NHS Tayside and Dundee City Council. Longer-term it is anticipated that induction arrangements will be developed as part of the co-design and proposed implementation of the National Care Service.
4 g	Plan and implement a continuous programme of development opportunities for IJB and ISPG members. <i>PAC36-2020-2</i>	Development programme established and implemented. IJB and ISPG members demonstrate good attendance at development activities.	AMBER	Development sessions continue to be offered to IJB members on a regular basis. This includes some joint sessions with elected members of Dundee City Council and Tayside NHS Board members.

				<p>On a small number of occasions sessions have also been held jointly with Strategic Planning Advisory Group members, for example on the Independent Review of Adult Social Care.</p> <p>Further progress would require capacity from Learning and Organisational Development Services in both NHS Tayside and Dundee City Council.</p> <p>Longer-term it is anticipated that development arrangements will be developed as part of the co-design and proposed implementation of the National Care Service.</p>
4 h	<p>Implement outstanding actions from Audit report D07/17, including reviewing Clinical, Care and Professional Governance structures to:</p> <ul style="list-style-type: none"> • undertake review to set out remit for PAC, R2 and Forum and reporting lines between these groups. • Produce terms of reference to define governance arrangements including clear reporting between groups. • Clarify and agree datasets and information to be presented to each group and associated timescales. • Annual workplans to be developed for each group. • Clarify reporting arrangements between R1 and IJB. 	<p>Annual workplan agreed.</p> <p>Revised terms of reference and reporting arrangements agreed.</p>	<p>GREEN</p>	<p>GIRFE (Getting it Right for Everyone) Framework reviewed and approved through NHS Tayside and Tayside Integration Joint Boards.</p> <p>Tayside GIRFE Steering Group continues to develop consistent reporting arrangements with agreed template, which is used for both reporting to the Care Governance Committee (NHS Tayside) and the Dundee IJB's Performance and Audit Committee. Reports are supported by appropriate representation at every meeting.</p> <p>Annual workplan is in place and annual report produced for both committees to evidence progress.</p>

	<ul style="list-style-type: none"> Regular representation at R1 and CQF to be provided by R2. 			
4 i	Fully implement the Chief Social Work Officer Governance Framework.	Full framework implementation achieved.	AMBER	<p>Scottish Government Office of the Chief Social Work Advisor provides guidance for annual reports.</p> <p>The CSWO Governance Framework is to be reviewed and updated to incorporate learning from the pandemic and national guidance on reporting arrangements.</p>
4 j	Progress and complete the refresh of the GIRFE.	Updated framework published.	GREEN	GIRFE (Getting it Right for Everyone) Framework reviewed and approved through NHS Tayside and Tayside Integration Joint Boards.

5 - Ability and willingness to share information				
Actions		Progress Measures	Progress Update	Comments
5 a	Participate in ongoing work within the Scottish Commissioning and Improvement Network to align approaches to annual reporting across all IJBs.	National annual reporting template agreed.	ABANDONED	This action has been abandoned at a national level, following significant delays associated with the pandemic. It is anticipated that annual reporting requirements will be revised as part of the development of the National Care Service.
5 b	<p>Further develop our approach to Annual Performance Reporting, including to:</p> <ul style="list-style-type: none"> enhance the accessibility of our annual report for members of the public, including through digital formats. Align our approach to annual reporting with available resources, to ensure that both full and summary versions are published prior to the end of July each year, and with annual reporting processes in the Council and Health Board. Support system wide engagement and participation in the development of the annual reports to enable sharing of information and learning. <p><i>2022/23 Annual Performance Report</i></p>	<p>Annual Performance Report is more accessible to members of the public.</p> <p>Annual report and summary version published by 31st July each year.</p> <p>Annual report template revised to focus on essential information, including sharing of information and learning.</p>	AMBER	<p>The Dundee IJB has continued to publish its annual report by the statutory deadline, including throughout the pandemic period.</p> <p>The annual report template has been significantly revised in recent years to focus on essential information. The IJB has recently approved a revised approach to delivering the annual performance report in future years that is focused on enhancing public accessibility.</p> <p>It is anticipated that annual performance reporting requirements will be amended in the longer-term through the proposed National Care Service.</p>
5 c	Enhance capacity within support services to consistently formally	Increased number of inspection reports reviewed.	AMBER	Strategic inspection activity has been suspended since the start of the pandemic

5 - Ability and willingness to share information				
Actions		Progress Measures	Progress Update	Comments
	<p>review relevant inspection reports and undertake appropriate improvement actions.</p> <p><i>PAC31-2021-4</i></p>			<p>period. Operational inspection reports have continued to be reviewed through Clinical, Care and Professional Governance arrangements and an annual report submitted to the Performance and Audit Committee.</p> <p>Ongoing review of capacity in the Partnership's Support Services includes proposals to enhance quality assurance activity.</p>
5 d	<p>More consistently utilise additional resources and support available through national improvement bodies to support local improvement.</p>	<p>Increased engagement with national improvement bodies.</p>	<p>GREEN</p>	<p>The Partnership's Support and Operational Services continue to progress this. Additional, national support has been secured in key areas of service development, including for improvements that relate to drug and alcohol and mental health services.</p>

6 - Meaningful and sustained engagement				
	Actions	Progress Measures	Progress Update	Comments
6 a	<p>Develop opportunities for more meaningful involvement of community groups at an ISPG and IJB level.</p> <p><i>Strategic Commissioning Plan Review – review of strategic planning structure</i></p>	<p>Increased participation of community representatives at IJB and ISPG.</p>	RED	<p>Developments in this area have been significantly impacted by the circumstances associated with the pandemic.</p> <p>Work to improve arrangements for meaningful engagement of service users, carers and communities is planned for 2022/23.</p>
6 b	<p>Test approaches for sharing and jointly analysing needs and performance data with communities (geographic and of interest).</p>	<p>Increased direct engagement with communities regarding locality needs and performance data.</p> <p>Increased availability of accessible information on DHSCP website.</p>	RED	<p>Developments in this area have been significantly impacted by the circumstances associated with the pandemic.</p> <p>Ongoing review of capacity in the Partnership's Support Services includes proposals to enhance performance management activity.</p>
6 c	<p>Complete the refresh of the Participation and Engagement Strategy, with particularly attention to:</p> <ul style="list-style-type: none"> • enabling a system wide approach to engagement and involvement. • sharing best practice and learning from other partnerships. <p><i>Strategic Commissioning Plan Review – review of strategic planning structure</i></p>	<p>Participation and Engagement Strategy 2019-2022 published.</p>	AMBER	<p>This work was completed; however, a further revision is now required as part of the development of the replacement strategic and commissioning plan for April 2023 onwards.</p> <p>Work to improve arrangements for meaningful engagement of service users, carers and communities is planned for 2022/23.</p>
6 d	<p>Consider how current approaches to engagement can be expanded to include a broader range of people beyond those core representatives within established structures, including through better use of social media.</p>	<p>Increased number and range of community representatives actively engaged in DHSCP strategic activities.</p>	RED	<p>Developments in this area have been significantly impacted by the circumstances associated with the pandemic.</p> <p>Work to improve arrangements for meaningful engagement of service users, carers and communities is planned for 2022/23.</p>

6 - Meaningful and sustained engagement				
	Actions	Progress Measures	Progress Update	Comments
6 e	Consider the viability of establishing a large-scale service user and carer experience survey.	Feasibility assessment complete.	GREEN	<p>Although a formal feasibility assessment was not completed, it is apparent that there is insufficient capacity available in any of the partners bodies to support such a survey.</p> <p>The Dundee Carers Partnership has continued to undertake focused engagement activity with carers from 2021/22, including assessing the impact of the pandemic on carers and cared for people.</p> <p>National arrangements for large-scale surveys are expected to be reviewed as part of the co-design process for the proposed National Care Service.</p>
6 f	<p>Consider how resources in support services could be utilised to further remove barriers to participation at the IJB and ISPG by carers and public representatives.</p> <p><i>Strategic Commissioning Plan Review – review of strategic planning structure</i></p>	IJB and ISPG representatives report being better supported in their role.	AMBER	<p>Some progress has been made to improve support to existing members, including provision of IT equipment and pre-meeting discussions.</p> <p>Work to improve arrangements for meaningful engagement of service users, carers and communities is planned for 2022/23.</p> <p>It is anticipated that some progress will be made in this area through the co-design process for the proposed National Care Service.</p>

7. Cross-cutting actions				
	Actions	Progress Measures	Progress Update	Comments
7 a	<p>Implement the previously agreed action from the Workforce Audit to agree a more formal statement of the expected level of support from each statutory partners to the IJB:</p> <ul style="list-style-type: none"> Fully embed vision and objectives of the Workforce and Organisational Development Strategy Progress formal statement of expected level of support to the IJB from statutory partners, with subsequent monitoring and reporting to the IJB. Ensure that workforce implications, continued development of integrated locality based services and redesign of services is reflected in the integrated workforce plan. <p><i>PAC8-2018-1</i></p>	<p>Implementation of Workforce and Organisational Development Strategy 2019-2022.</p> <p>SLA regarding support services arrangements agreed between statutory partners.</p>	AMBER	<p>Dundee Health and Social Care Partnership Workforce Plan was approved in June 2022.</p> <p>A workforce planning group has been established and is continuing to lead further enhancement of the plan, including finalisation of an associated action plan.</p> <p>No progress has been made regarding development of an SLA for support services. IT was agreed between the parties that a Memorandum of Understanding should be produced as part of the revised Dundee Integration Scheme but this has not been achieved. This was an area of concern highlighted by the IJB in their consultation response to NHS Tayside and Dundee City Council.</p>
7 b	<p>Implement a commissioning approach against the hospital and set aside budgets.</p> <p><i>PAC7-2019-3</i></p>	<p>Agreement on management of set aside budget.</p> <p>Commissioning plan in respect to hospital prevention in place</p>	AMBER	<p>Progress on this between NHS Tayside and Tayside IJBs impacted by Covid19 Pandemic. Further discussions will take place over 2022/23 to progress this process</p>