



REPORT TO: PERFORMANCE & AUDIT COMMITTEE – 22 SEPTEMBER 2020
REPORT ON: BEST VALUE ARRANGEMENTS & ASSESSMENT 2019/20
REPORT BY: CHIEF FINANCE OFFICER
REPORT NO: PAC23-2020

1.0 PURPOSE OF REPORT

1.1 The purpose of this report is to provide assurance to the Performance and Audit Committee and the Chief Officer that the Integration Joint Board and partners have arrangements in place to demonstrate that Best Value is being achieved.

2.0 RECOMMENDATIONS

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

- 2.1 Notes the content of this report and the full Best Value assessment as set out in Appendix 1 to this report
- 2.2 Notes that the outcome of this assessment provides assurance to the Performance and Audit Committee that Best Value is being achieved through the Integration Joint Board's governance arrangements and activities.

3.0 FINANCIAL IMPLICATIONS

3.1 None.

4.0 MAIN TEXT

4.1 Background

- 4.1.1 It is the duty of the Integration Joint Board to secure Best Value as prescribed in Part 1 of the Local Government in Scotland Act 2003. Best Value is defined as the 'continuous improvement in the performance of the organisation's functions'.
- 4.1.2 In 2018/19, the External Auditor's audit findings noted mechanisms and reporting arrangements should be implemented to provide assurance to the Chief Officer and the Board that the IJB has arrangements in place to demonstrate that services are delivering Best Value.
- 4.1.3 The governance action plan had an agreed action that further learning from the arrangements in place within other Integration Joint Boards with regard to assessing and reporting Best Value was to be gained in order to support the development of such a framework for Dundee IJB. The Best Value framework developed by the Scottish Government has been applied to the IJB's governance arrangements and activities in order to demonstrate that the IJB and each of its partners is delivering Best Value and is securing economy, efficiency, effectiveness and equality in service provision.
- 4.1.4 This review of the IJB's systems and processes was undertaken between February and May 2020. The outcome of this assessment is attached as Appendix 1 to this report and concludes that Dundee IJB has sufficient evidence to determine that Best Value is being achieved.

5.0 POLICY IMPLICATIONS

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

6.0 CONSULTATIONS

6.1 The Chief Officer and the Clerk were consulted in the preparation of this report.

7.0 BACKGROUND PAPERS

7.1 None.

Dave Berry
Chief Finance Officer

DATE: 30 August 2020

Sheila Weir
Section Leader (Finance)
Dundee Health and Social Care Partnership

Section 1: Vision and Leadership

A Best Value organisation will have in place a clear vision and strategic direction for what it will do to contribute to the delivery of improved outcomes for Scotland's people, making Scotland a better place to live and a more prosperous and successful country. The strategy will display a clear sense of purpose and place and be effectively communicated to all staff and stakeholders. The strategy will show a clear direction of travel and will be led by Senior Staff in an open and inclusive leadership approach, underpinned by clear plans and strategies (aligned to resources) which reflect a commitment to continuous improvement.

Requirement	Measure/Expected Outcome	Evidence/Outcome
<p>The IJB has defined its purpose, role and responsibilities and recorded how these will be fulfilled.</p>	<p>Clear national direction on purpose of IJBs.</p> <p>Code of Corporate Governance setting out how role will be fulfilled, periodically reviewed.</p> <p>Clear statement in Annual Accounts.</p> <p>Public access to reports and information.</p> <p>Clarity as to how the roles and responsibilities of the IJB, DCC and NHST sit together for the functions delegated under the Joint Working Act 2014.</p>	<p>Public Bodies (Joint Working) (Scotland) Act 2014 and related guidance.</p> <p>Dundee IJB Report DIJB21-2016 Code of Corporate Governance was presented on 4th May. A Governance Action Plan is submitted regularly to the Performance and Audit Committee. The Governance Action Plan commits to further develop the IJB's Code of Governance.</p> <p>Management Commentary and Annual Governance Statement.</p> <p>The Dundee Health and Social Care website sets out information for public on the IJB.</p> <p>Since the inception of the IJB, there has been extensive work to define the respective roles and responsibilities across the partnership. A development programme is in place for Health and Social Care staff which includes awareness sessions and presentations from key note speakers on current matters. The overlap between roles will continue to be tested and progressed in line with the implementation of the action plan to support the proposals outlined in the Ministerial Strategic Group for Health and Community Care report on the Review of Progress with Integration of Health and Social Care (February 2019).</p>

Requirement	Measure/Expected Outcome	Evidence/Outcome
The IJB has clearly recorded delegation to Committees and management.	<p>IJB Standing Orders, Scheme of Delegation and Financial Regulations.</p> <p>Terms of Reference for the IJB and the Performance and Audit Committee.</p>	<p>The IJB Integration Scheme can be found at https://www.dundeehscp.com/sites/default/files/publications/dundee_integration_scheme.pdf</p> <p>The IJB standing orders and the Terms of Reference of the Performance and Audit Committee can be accessed here.</p> <p>The revised IJB Scheme of Delegation can be found here.</p>
IJB members are discriminating about getting involved in matters of operational detail.	<p>Minutes of meetings.</p> <p>Feedback and review of effectiveness of arrangements.</p>	<p>Minutes demonstrate level of involvement.</p> <p>Feedback is encouraged through IJB development sessions.</p>

Requirement	Measure/Expected Outcome	Evidence/Outcome
The IJB regularly agrees a strategic plan in conjunction with all key stakeholders which sets out its vision, values and priorities.	Dundee City Integration Joint Board's Strategic and Commissioning Plan 2016/2021 was reviewed and replaced during 2018/19 with the new plan for 2019-2022 approved by the IJB in March 2019.	Dundee City Integration Joint Board's Strategic and Commissioning Plan sets out the context within which integrated services in Dundee operate. The current IJB 2019-2022 Strategic Commissioning Plan can be accessed here .
The strategic plan incorporates the IJB's vision and values and reflects stated priorities.	The new plan is consistent with priorities set out within the partner's plans.	The vision remains the same however the new Strategic and Commissioning Plan focusses on the four strategic priorities of tackling health inequalities, early intervention and prevention, localities and engaging with communities and developing models of support / pathways of care. The 2016-2021 plan's remaining four stated strategic priorities - carers, building capacity, providing person centred care and support and managing our resources effectively continue to be embedded as approaches to supporting the work of the partnership. The new plan is consistent with the aspirations set out within the City Plan for Dundee 2017-26 and the emerging NHS Tayside Transforming Tayside plan.
The strategic plan is communicated effectively to all staff and stakeholders.	Plan available to the public and staff.	The Strategic Commissioning Plan is accessible through the Dundee Health and Social Care Partnership (HSCP) website .
The strategy is translated into directions to the partners with meaningful, achievable actions and outcomes and clear responsibility for action.	Clear links between the strategic commissioning intentions and the strategic priorities.	Directions are set out within IJB reports where applicable. All strategic commissioning intentions are assigned to the appropriate partner/officer. Progress reports are received as appropriate.

Requirement	Measure/Expected Outcome	Evidence/Outcome
<p>The IJB agrees the outcomes and quality standards with the partners.</p>	<p>The IJB performance framework is established to monitor the achievement of key outcomes.</p>	<p>The IJB performance framework is regularly reported to the IJB and the Performance and Audit Committee.</p> <p>The Ministerial Strategic Group for Health and Community Care (MSG) have identified six key areas through which trends over time will be monitored, with a view to supporting improvement and learning within partnerships and across Scotland. IJB has committed to take a lead role, through the Integrated Strategic Planning Group in working with Dundee City Council and NHS Tayside to identify specific arrangements and resources to support the progression of the MSG areas for improvement. The self – evaluation from the review of progress with integration of Health and Social care can be accessed here.</p> <p>Reliance is placed on the each partner’s quality standards compliance arrangements including support, care and clinical governance structures. Exceptions would be reported to the IJB as appropriate.</p> <p>The IJB can demonstrate that continuous improvement is incorporated into its strategy and plans. Areas for improvement have been identified through the governance self-assessment process and Annual Internal Audit Report. Progress against these is monitored by the Performance and Audit Committee.</p>
<p>The strategy and operational plans are based on relevant, reliable and sufficient evidence.</p>	<p>Clear links to national policies in the Strategic Commissioning Plan.</p> <p>Clear links between the Strategic Commissioning Plan and the directions to each partner.</p>	<p>Since 2016, a number of new policy/legislative requirements have emerged and these are factored into current and future strategic planning. The Policy and Legislative Framework includes the Health and Social Care Delivery Plan, Carers (Scotland) Act 2016, Free Personal Care for under 65, Scotland’s Public Health Priorities 2018, Primary Care Improvement Plan and Mental Health Action 15.</p>

Requirement	Measure/Expected Outcome	Evidence/Outcome
<p>Arrangements are in place to secure the commitment of the partners in order to achieve the IJB's strategic outcomes.</p>	<p>As part of the consultation with the key stakeholders, the financial and resource implications associated with the directions is agreed.</p>	<p>The Strategic Commissioning Plan is underpinned with each partner's workforce planning arrangements, financial planning processes, IT strategy, property strategy and asset management strategy.</p> <p>Each partner's reporting arrangements include the financial and employee implications of proposals and also clarification of the funding to meet anticipated costs. These are set out in specific strategies /business cases as appropriate.</p> <p>The IJB Financial Regulations and the Scheme of Delegation set out the remit and responsibilities of Officers in respect of the operational management and delivery of services.</p>
<p>Risks to the achievement of the strategy and supporting plans are identified together with mitigating controls.</p>	<p>Risk Management process.</p> <p>Risk Assessment embedded in any change proposals.</p>	<p>The IJB's Strategic Risk Register is reported to the IJB.</p> <p>The IJB also has oversight of each partner's risks as they relate to the delegated functions.</p> <p>A risk section is included within each IJB and Performance and Audit Committee Report to provide oversight to the Board or Committee of the risks associated with the decisions they are being asked to make. These risks are reflected within the IJB's risk register and monitored through the Pentana risk management system</p> <p>The risk management strategy sets out escalation process.</p>
<p>There are mechanisms within the organisation to develop and monitor relevant leadership and strategic skills in IJB members and senior management.</p>	<p>Annual appraisal and development reviews.</p>	<p>Reliance is placed on the established and documented systems of performance and development reviews embedded within each partner for all senior managers.</p> <p>A number of IJB development events have been held.</p>

Requirement	Measure/Expected Outcome	Evidence/Outcome
<p>The IJB acts in accordance with its values, positively promotes and measures a culture of ethical behaviours and demonstrates a commitment to high standards of probity and integrity.</p>	<p>Code of Conduct.</p> <p>Register of Interests.</p> <p>Decision making process requires declaration of potential conflicts of interests.</p>	<p>The Code of Conduct, Register of Interests and Register of Gifts and Hospitality are in place for the IJB.</p> <p>Reliance is placed on each partner's arrangements for the investigation of fraud, whistle blowing and procurement processes.</p> <p>Reliance is placed on the policies and procedures in place for partnership staff to report breaches of the IJB/partner's values. This includes whistleblowing policies, competency based recruitment, induction courses, online training, and mechanisms to raise concerns/seek feedback, including confidential routes and the promotion of equality and dignity at work.</p>

Section 2: Effective Partnerships

The "Effective Partnerships" theme focuses on how a Best Value organisation engages with partners in order to secure continuous improvement and improved outcomes for communities, not only through its own work but also that of its partners. A Best Value organisation will show how it, and its partnerships, are displaying effective collaborative leadership in identifying and adapting their service delivery to the challenges that clients and communities face. The organisation will have a clear focus on the collaborative gain which can be achieved through collaborative working and community engagement in order to facilitate the achievement of its strategic objectives and outcomes.

Requirement	Measure/Expected Outcome	Evidence/Outcome
<p>There is a process for ensuring that, over time, options for partnership working are considered for all service delivery and service development.</p> <p>Policy and strategy development is undertaken in conjunction with partner organisations and key stakeholders.</p>	<p>Integration of Health and Social Care.</p> <p>Locality Planning is being developed.</p> <p>Contribution to Regional Working.</p> <p>Local Groups and Services including Hosted Services partnership arrangements.</p> <p>National Groups and Services.</p>	<p>The Dundee City IJB was established during 2015/2016. Integrated delivery of health social care services commenced on 01 April 2016. 2019/2020 is the fourth year of operation for the IJB.</p> <p>The IJB Strategic Commissioning Plan is consistent with the priorities set out within the City Plan for Dundee 2017-26 and the emerging NHS Tayside Transforming Tayside plan. The priorities in the 2019-2022 Strategic Commissioning Plan are consistent with and support the Scottish Government nine National Health and Wellbeing Outcomes which apply across all health and social care services.</p> <p>Dundee Health and Social Care Partnership continue to redesign and develop its operational delivery structure with a view to embedding a full locality based model of integrated health and social care services to support the delivery of the Dundee City Integration Joint Board's strategic priorities. This structure is based around the eight Local Community Planning Partnership (LCPP) areas within the city. Locality managers' portfolios currently include a combination of service specific responsibilities which are city wide (e.g. older people care at home, learning disabilities) as well as an overview of the needs of their locality areas as part of the transition to full locality based integrated health and social care services.</p> <p>Hosted services arrangements are in place.</p> <p>Close working and collaboration with the third and independent sector is in place.</p>

Requirement	Measure/Expected Outcome	Evidence/Outcome
<p>Strategic partnership plans are developed which are supported by appropriate resources and include measures and targets including quality standards.</p>	<p>Integrated service plans and regional planning developments with defined inputs and measures.</p>	<p>IJB strategic plans and regional plans in place and becoming more defined over time.</p> <p>Reliance is placed on the personal development, performance appraisal and formal supervision processes in place within each partner to ensure all employees are managed effectively and efficiently, know what is expected of them and are assisted to maximise their full potential. This also includes the learning and professional development required to support statutory and professional responsibilities and achieve organisational objectives and quality standards. Staff governance arrangements are well embedded across the partnership and recognise the contribution to ensuring continuous improvement and quality.</p> <p>No assets are delegated to the IJB.</p> <p>Fixed assets including land, property, IT, equipment and vehicles are managed efficiently and effectively by each partners and are aligned appropriately to shared priorities.</p>

Requirement	Measure/Expected Outcome	Evidence/Outcome
Reliance on the Best Value arrangements within partners.		<p>A comprehensive self-evaluation of the Best Value arrangements within DCC was undertaken in February 2020. This assessment included the functions delegated to the IJB.</p> <p>Audit Scotland undertook a Best Value assessment of DCC in March 2020. The findings are due to be published.</p>

Section 3: Governance and Accountability

The “Governance and Accountability” theme focuses on how a Best Value organisation achieves effective governance arrangements to support IJB and HSCP SMT leadership decision-making to direct available resources to achieve outcomes. Suitable assurances require to be exchanged between stakeholders, as appropriate. A Best Value organisation will be able to demonstrate structures, policies and leadership behaviours which support the application of good standards of governance and accountability in how the organisation is improving efficiency, focusing on priorities and achieving value for money in delivering its outcomes. These good standards will be reflected in clear roles, responsibilities and relationships within the organisation. Good governance arrangements will provide the supporting framework for the overall delivery of Best Value and will ensure open-ness and transparency. Public reporting should show the impact of the organisations activities, with clear links between the activities and what outcomes are being delivered to customers and stakeholders. Good governance provides an assurance that the organisation has a suitable focus on continuous improvement and quality. Out-with the organisation, good governance will show itself through an organisational commitment to public performance reporting about the quality of activities being delivered and commitments for future delivery.

Requirement	Measure/Expected Outcome	Evidence/Outcome
<p>The IJB has identified its stakeholders and understands its relationships with them.</p> <p>The IJB understands residents, service users, patients, staff, partners and stakeholder views, perceptions, and expectations. These views inform the strategic commissioning intentions and directions.</p>	<p>Strategy for involving stakeholders.</p> <p>Mechanisms in place for doing so.</p> <p>Clear guidelines for doing so.</p> <p>Assessment of effectiveness of mechanisms.</p> <p>Evidence of views being taken account of.</p> <p>Emphasis on locality planning structures.</p>	<p>Dundee Health and Social Care Participation and Engagement Strategy sets out the approach that the IJB will deploy in working with key stakeholders to strategically develop Health and Social Care services in Dundee.</p> <p>The IJB has actively involved and consulted with stakeholders on the development of the Strategic Commissioning Plan 2016/21, the revised Strategic and Commissioning Plan 2019/22 and the implementation of transformational changes.</p> <p>Reliance is also placed on the participation and engagement arrangements each of the partners has in place.</p> <p>Locality managers’ portfolios currently include a combination of service specific responsibilities which are city wide (e.g. older people care at home, learning disabilities) as well as an overview of the needs of their locality areas as part of the transition to full locality based integrated health and social care services.</p>

<p>The IJB can demonstrate that it has clear mechanisms for receiving feedback from service users and responds positively to issues raised.</p>	<p>Evidence of views being taken account of.</p>	<p>The IJB has a Complaints Handling Procedure in place.</p> <p>The IJB has approved a revised Communication and Engagement Strategy</p> <p>Reliance is also placed on the mechanisms each partner has to encourage and receive feedback from service users, patients and staff and to respond positively to issues raised.</p>
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Requirement	Measure/Expected Outcome	Evidence/Outcome
<p>The IJB decision-making processes are open, transparent and clearly based on evidence that can show clear links between strategic priorities and outcomes.</p>	<p>Publicly available records of meetings and decisions.</p> <p>Responsive to public questions.</p> <p>Clear remits and delegated powers to the IJB, the Performance and Audit Committee and officers.</p> <p>Scheme of delegation.</p> <p>Well understood, structured processes for decision making.</p> <p>Annual Assessment of the IJB corporate governance framework.</p> <p>Chief Internal Auditors Annual Report.</p> <p>External Auditor's Annual Report.</p>	<p>IJB meetings are open to the public. IJB and Performance and Audit committee minutes and papers are available on the HSCP website.</p> <p>Good compliance with FOI requests.</p> <p>Scheme of delegation is in place which was reviewed and revised during 2019.</p> <p>Internal audit review of structure and reporting lines</p> <p>The IJB places reliance on the robust frameworks of corporate governance within each partner to provide assurance to the IJB that there are effective internal control systems in operation to meet the strategic commissioning intentions and to comply with all relevant legislation, policies and guidance, as appropriate.</p> <p>The Annual Governance Statement is published in the IJB Annual Accounts drawing on a wide range of evidence to inform the view on the implementation of the directions.</p>

Requirement	Measure/Expected Outcome	Evidence/Outcome
The performance of the IJB is self- assessed and appropriate actions identified and implemented as required.	Self- assessment and action plan.	IJB in partnership with Dundee City Council and NHS Tayside completed a self-evaluation in response to the findings of the Ministerial Strategic Group for Health and Community Care (MSG) report on the “Review of Progress with Integration of Health and Social Care” published in February 2019. Dundee City IJB submitted its response to the MSG on 15 May 2019 subject to further revisions to take account of further input from NHS Tayside in May 2019. The self-evaluation assessment was approved by the IJB on 25 June 2019. The self – evaluation from the review of progress with integration of Health and Social care can be accessed here .
The IJB strategic priorities are properly informed to improve efficiency, focus on priorities and achieve value for money in delivering its outcomes.	<p>Agreed programme of partnership reviews.</p> <p>Sound process for conducting partnership reviews.</p> <p>Follow up of partnership reviews including lessons learnt.</p>	The IJB Strategic Commissioning Plans set out the intention to review the way care is delivered in a number of settings. The IJB relies on the frameworks established by each partner to undertake rigorous reviews and option appraisal processes of all areas of partnership activity from a whole system perspective. There are clear processes for stakeholder engagement in reviews.
The IJB has developed and implemented an effective and accessible complaints system in line with Scottish Public Services Ombudsman guidance.	<p>Complaints System.</p> <p>Guidance and training for staff in handling complaints.</p> <p>Evaluation and monitoring of complaints process. Evidence of learning from complaints</p> <p>Learning from Ombudsman rulings.</p> <p>Public facing leaflets and posters.</p>	<p>The IJB has a Complaints Handling Procedure in place</p> <p>Through the partnership arrangements, support is available to people wishing to make a complaint including interpreting, translation and advocacy services.</p> <p>Reliance is also placed on the complaints handling procedures adopted by each partner.</p>

Section 4: Effective Use of Resources

The “Use of Resources” theme focuses on how a Best Value organisation ensures that it makes effective, risk-aware and evidence-based decisions on the use of all of its resources. A Best Value organisation will show that it is conscious of being publicly funded in everything it does. The organisation will be able to show how its effective management of all resources (including staff, assets, information and communications technology (ICT), procurement and knowledge) is contributing to delivery of specific outcomes.

Requirement	Measure/Expected Outcome	Evidence/Outcome
<p>The IJB understands, measures and reports on the relationship between cost, quality and outcomes.</p>	<p>Use of available evidence on relationship between inputs, quality and outcomes.</p>	<p>The partnership attempt to do this where reliable information is available to link cost (or inputs), quality and outcomes. Examples of analysis include:</p> <ul style="list-style-type: none"> • Under the Reshaping Non Acute Care programme, the re-design and reduction of the bed base at Royal Victoria Hospital and re-investing the resources released into a multi-disciplinary Enhanced Community Support model of care. • focus on reducing delayed discharge • review and redesign of the in-house home care service • cessation of the Intermediate Care Contract and reinvestment in community based alternative services <p>Well established option appraisal processes are in place for business cases which set out a range of benefits and costs. Service development plans attempt to set out the relationship between inputs, quality and outcomes where information is available.</p>

Requirement	Measure/Expected Outcome	Evidence/Outcome
<p>The IJB has a comprehensive programme to evaluate and assess opportunities for efficiency savings and service improvements including comparison with similar organisations.</p>	<p>Successful delivery of efficiency requirements.</p>	<p>The IJB relies on the structured mechanisms to identify savings and undertake robust benchmarking. This includes the process for setting target levels of efficiency, developing proposals and reviewing each area's achievement from a whole system perspective.</p> <p>The Prescribing Transformation Programme is informed by regular benchmarking with other Boards prescribing costs and approaches and has resulted in moving from a significant cost pressure to an underspend position</p> <p>A learning disability services benchmarking review is underway</p> <p>A review of voluntary organisations funding for 2020/21 has seen a re-focus of funding priorities and delivery of efficiency savings</p>

<p>Organisational budgets and other resources are allocated and regularly monitored.</p>	<p>Scheme of delegation setting out authorities for managing resources and virement limits.</p> <p>IJB Scheme of Delegation and Financial Regulations.</p> <p>Robust financial planning process.</p> <p>Evidence of escalation on significant financial variances.</p> <p>Range of procedures and guidance notes for managers is available outlining the partner's procurement strategies and procedures.</p>	<p>The IJB Scheme of Delegation and Financial Regulations are in place ensuring an effective framework for budgetary control.</p> <p>IJB financial monitoring reports presented to the IJB Committee.</p> <p>The IJB's financial monitoring position is also reported regularly to the partner agencies</p> <p>Level of financial detail reported to the IJB increased on areas with significant variances or risk. Explanations within the monitoring reports to members in relation to changes to the approved budget was incorporated.</p> <p>Reliance is placed on the financial monitoring and financial planning arrangements which have been established by each partner to achieve financial balance.</p> <p>Reliance is placed on the strategies for procurement and the management of contracts (and contractors) which have been established by each partner to demonstrate appropriate competitive practice. A Social Care Procurement Policy is in place which sets out the framework within which the service purchases care services. This combines the fundamentals of the corporate procurement strategy with social care specific issues. The service hosts the social care contracts team which ensures this policy is adhered to.</p>
<p>The IJB maintains an effective system for financial stewardship and reporting in line with the IJB Financial Regulations.</p>	<p>IJB Scheme of delegation, Financial Regulations, internal audit programme, external audit of financial statements and systems.</p>	<p>All in place and operating effectively.</p>

Requirement	Measure/Expected Outcome	Evidence/Outcome
<p>There is a robust information governance framework in place that ensures proper recording and transparency of all IJB's activities.</p>	<p>Strategy for information governance/assurance.</p>	<p>Reliance is also placed on the processes and controls for information sharing which have been established by each partner. This includes:</p> <ul style="list-style-type: none"> • compliance with General Data Protection Regulations • the arrangements for the Data Protection Officer, Senior Information Risk Owner • learning from events to raise the level of resilience across the partnership e.g. the response by the DCC partner to IT disruption due to power failure. <p>All IJB formal board meetings and committees are minuted and made public for transparency</p>
<p>The IJB understands and maximises the value of the data and information it holds.</p>	<p>Performance Monitoring Framework.</p> <p>HSCP website.</p>	<p>The HSCP uses a comprehensive performance monitoring system - Pentana to record, monitor and report on performance. HSCP participate in Local Government Benchmarking Framework.</p> <p>HSCP website is a useful source of information and easily accessible reference point.</p>

Section 5: Performance Management

The “Performance Management” theme focuses on how a Best Value organisation embeds a culture and supporting processes which ensures that it has a clear and accurate understanding of how all parts of the organisation are performing and that, based on this knowledge, it takes action that leads to demonstrable continuous improvement in performance and outcomes. A Best Value organisation will ensure that robust arrangements are in place to monitor the achievement of outcomes (possibly delivered across multiple partnerships) as well as reporting on specific activities and projects. It will use intelligence to make open and transparent decisions within a culture which is action and improvement oriented and manages risk. The organisation will provide a clear line of sight from individual actions through to the National Outcomes and the National Performance Framework. The measures used to manage and report on performance will also enable the organisation to provide assurances on quality and link this to continuous improvement and the delivery of efficient and effective outcomes.

Requirement	Measure/Expected Outcome	Evidence/Outcome
Performance is systematically measured across all key areas of activity.		IJB’s outcomes are monitored across a set of performance indicators that has been developed to cover the delegated functions and the nine national health and well-being outcomes. These performance measures are reported to the Performance and Audit Committee. IJB Annual Performance Report can be found at : https://www.dundeehscp.com/publications/dhscp-annual-performance-report-2018-19
Residents, service users, patients and other stakeholders are involved in developing indicators and targets and monitoring and managing performance so that information provided is relevant to its audience.		Extensive consultation was undertaken to develop the Strategic Commissioning Plan including events and surveys. Service users are represented within each of the strategic planning groups. The performance framework has been developed to support the implementation of the strategic commissioning intentions. The IJB has approved a Communication and Engagement Strategy
The IJB and the Performance and Audit Committee approve the format and content of the performance reports they receive.	The IJB and the Performance and Audit Committee overview.	Content and frequency of performance reporting to the IJB and the Performance and Audit Committee is kept under review with additional reports on areas of specific interest invited by the Chair and Vice-Chair as appropriate. Recent examples include the readmissions performance analysis and standardized locality performance analysis report, re-admissions to hospital and falls performance

Requirement	Measure/Expected Outcome	Evidence/Outcome
<p>Performance reporting provides an understanding of whether the organisation is on track to achieve its short and long-term strategic, operational and quality objectives</p>	<p>Trends are monitored and influence future decision-making. Reports also include expected trajectories where appropriate with explanations of deviations.</p> <p>Periodic performance reports on progress over longer time horizon.</p>	<p>HSCP Management Team reviews performance against some key indicators on a regular basis in particular emergency bed day and delayed discharge.</p> <p>Dedicated Local Intelligence Support Team Analysts and the HSCP's internal performance management resources are sourcing, linking and interpreting data in order to better understand and project patterns of service demand. This analytical work is providing insights into delivering better plans, designing improved service user pathways and contributing to the achievement of the Health and Social Care outcomes.</p> <p>Quarterly performance reports are presented to the Performance and Audit Committee.</p>
<p>Public performance reports show performance against:</p> <ul style="list-style-type: none"> • objectives, targets and service outcomes • past performance • improvement plans • other relevant bodies 		<p>A review of IJB and Performance and Audit Committee reports provides evidence of all of these comparisons being used but not all together all the time. Performance against objectives/target features in most and the quarterly performance report shows trend analysis. Reports on areas of specific interest are requested.</p>
<p>Reports are honest and balanced and subject to proportionate and appropriate scrutiny and challenge from the IJB and the Performance and Audit Committee.</p> <p>The IJB has received assurance on the accuracy of data used for performance monitoring.</p>		<p>The IJB and the Performance and Audit Committee reports demonstrate scrutiny and challenge.</p> <p>Performance data is validated by ISD.</p> <p>Internal Audit and External Audit conduct periodic reviews of the accuracy of reporting.</p>
<p>The IJB's performance management system is effective in addressing areas of underperformance, identifying the scope for improvement, agreeing remedial action, sharing good practice and monitoring implementation.</p>		<p>Quarterly performance reporting to the Performance and Audit Committee highlights areas where indicators are not on trajectory to allow for scrutiny and the development of action plans.</p>

Requirement	Measure/Expected Outcome	Evidence/Outcome
<p>The IJB has evidence that it has the necessary capacity and capability to deploy when performance is slow or weak.</p>		<p>Generally resources will be boosted where performance is weak in a priority area. Support across the partnership can be directed to enhance performance however the overall scarcity of resources (both finance and available workforce) means service demands need to be prioritised and closely monitored. Resources will be directed to performance improvements which will have the greatest impact. Response to Covid19 pandemic provides evidence of this.</p>
<p>The IJB can demonstrate that it is sparking creativity and innovation; finding and systematically spreading the best outcomes, practices and ideas; and learning from what works.</p> <p>There is learning across the organisation on how to improve performance with time and opportunities explicitly made available to do so.</p>		<p>A range of innovative integrated approaches are being implemented as part of the transformational programme. For example, the development of assessment at home model enable people to live independently at home or in a homely setting in their community. Other examples include the use of technology enabled care and the development of the Integrated Care Home Team, which adopts a holistic approach to ensure people living in care homes have the best experience as possible.</p>
<p>The IJB overtly links Performance Management with Risk Management to support prioritisation and decision-making at IJB level, supports continuous improvement and provides assurance on internal control and risk.</p>		<p>The Performance and Audit Committee receive regular reports on risk and the actions required to mitigate risks above the tolerance levels. Performance in respect of key indicators is also monitored and actions to improve outcomes are identified, highlighting risks as appropriate. All IJB and Performance and Audit Committee reports contain a risk assessment from which a recommendation is made to decision makers around whether or not to accept the risks associated with any decisions they are being asked to consider. This contributes to the prioritisation and decisions making processes of the IJB and the partners.</p> <p>Well established mechanism are in place for the IJB and the partners to provide the IJB with assurance on internal control and risk. This includes the programme of audit and review of other external assessments, culminating in the annual governance statement.</p>

Section 6: Sustainability

The “Sustainability” theme is one of the two cross-cutting themes and focuses on how a Best Value organisation has embedded a sustainable development focus in its work.

The goal of Sustainable Development is to enable all people throughout the world to satisfy their basic needs and enjoy a better quality of life without compromising the quality of life of future generations. Sustainability is integral to an overall Best Value approach and an obligation to act in a way which it considers is most sustainable is one of the three public bodies duties set out in Section 44 of the Climate Change (Scotland) Act 2009. The duty to act sustainably placed upon Public Bodies by the Climate Change Act will require Public Bodies to routinely balance their decisions and consider the wide range of impacts of their actions, beyond reduction of greenhouse gas emissions and over both the short and the long term.

The concept of sustainability is one which is still evolving. However, five broad principles of sustainability have been identified as:

- promoting good governance;
- living within environmental limits;
- achieving a sustainable economy;
- ensuring a stronger healthier society; and
- using sound science responsibly.

Individual Public Bodies may wish to consider comparisons within the wider public sector, rather than within their usual public sector “family”. This will assist them in getting an accurate gauge of their true scale and level of influence, as well as a more accurate assessment of the potential impact of any decisions they choose to make.

A Best Value organisation will demonstrate an effective use of resources in the short-term and an informed prioritisation of the use of resources in the longer-term in order to bring about sustainable development. Public bodies should also prepare for future changes as a result of emissions that have already taken place. Public Bodies will need to ensure that they are resilient enough to continue to deliver the public services on which we all rely.

Requirement	Measure/Expected Outcome	Evidence/Outcome
<p>The IJB can demonstrate that it is making a contribution to sustainable development by actively considering the social, economic and environmental impacts of activities and decisions both in the shorter and longer term.</p> <p>The IJB can also demonstrate that it respects the limits of the planets environment, resources and biodiversity in order to improve the environment and ensure that the natural resources needed for life are unimpaired and remain so for future generations.</p>	<p>Climate Change Duties.</p> <p>Financial Sustainability.</p>	<p>HSCP work closely with its parent bodies to support the implementation of the relevant climate change plans and strategies of DCC and NHST.</p> <p>Financial sustainability is a key priority for the IJB and the partners and work continues to be progressed to develop medium to longer term financial planning.</p> <p>Reliance is also placed on the arrangements each partner has to progress sustainability action plans.</p>

Requirement	Measure/Expected Outcome	Evidence/Outcome
The IJB contributes to building a strong, stable and sustainable economy which provides prosperity and opportunities for all.		<p>The IJB is focused on the sustainability of services, such as the sustainability of GP practices, a focus on tackling health inequalities and supporting the health and work agenda</p> <p>The IJB is committed to building the resilience of people and their communities and effective partnerships with the third and independent sectors have been established by the partners, resulting in a mixed market economy for the delivery of health and social care services</p>
The IJB promotes personal well-being, social cohesion and inclusion.		Reliance is placed on the arrangements each partner has to promote personal well-being, social cohesion and inclusion.
The IJB has implemented policies in which environmental and social costs fall on those who impose them.		Reliance is placed on the arrangements each partner has to ensure environmental and social costs fall on those who impose them.
The IJB can demonstrate that policy is developed and implemented on the basis of strong scientific evidence.		National policy is developed by the Scottish Government. The IJB and the partner's use of scientific evidence would only be in implementation issues or issues within local discretion.
The IJB has self-assessed and reported against the Public Bodies Climate Change Duties Guidance.		<p>The Climate Change (Duties of Public Bodies Reporting Requirements) (Scotland) Order 2015 came into force in November 2015 as secondary legislation made under the Climate Change (Scotland) Act 2009. The Order requires bodies to prepare reports on compliance with climate change duties. Part 4 of the Act places duties on all public bodies in Scotland to reduce greenhouse gas emissions, adapt to a changing climate and act sustainably. The introduction of this reporting is intended to help with Public Bodies Duties compliance, engage leaders and encourage continuous improvement. This will help to aid continuous improvement, to better inform policy and action, and to demonstrate and share good practice and progress and ensure long term commitment and consistency on climate change reporting.</p> <p>The IJB report on the Public Bodies Climate Change Duties 2017: can be accessed here.</p>

Section 7: Equality

This section should be read in conjunction with guidance on the UK Equality Act 2010 which became available in 2011.

The 'Equality' theme is one of the two cross-cutting themes and focuses on how a Best Value organisation has embedded an equalities focus which will secure continuous improvement in delivering equality.

Equality is integral to all our work as demonstrated by its positioning as a cross-cutting theme. Public Bodies have a range of legal duties and responsibilities with regard to equality. A Best Value organisation will demonstrate that consideration of equality issues is embedded in its vision and strategic direction and throughout all of its work.

The equality impact of policies and practices delivered through partnerships should always be considered. A focus on setting equality outcomes at the individual Public Body level will also encourage equality to be considered at the partnership level.

Requirement	Measure/Expected Outcome	Evidence/Outcome
<p>The IJB meets the requirements of equality legislation.</p> <p>The IJB engages in a fair and inclusive dialogue to ensure information on services and performance is accessible to all.</p>	<p>Compliance with Equality Act 2010 and May 2012 regulations on specific duties (May 2013 clarification on Scottish specific duties).</p>	<p>Reliance is placed on each partner's Equality and Diversity Strategy and the equality schemes required by general duties.</p> <p>Equality and diversity is at the center of all that the IJB and the partners do. The approach to equality and diversity as an employer and as a service provider is supported by the equality and diversity frameworks and actions against general and specific duties are monitored.</p> <p>Information is available in accessible formats and reasonable requests for adapted versions of any work will be met. Interpreting services are available and plain English approaches are adopted.</p> <p>All policies and service changes are subject to Equality and Diversity Impact Assessment which highlights any specific adjustments required.</p>
<p>The IJB ensures that all members of staff are aware of its equality objectives.</p>		<p>Reliance is placed on each partner's programme of training and awareness raising.</p>
<p>The IJB and senior officers understand the diversity of their customers and stakeholders.</p>	<p>Consultation requirements.</p> <p>Well understood and structured mechanism for assessing diverse needs.</p>	<p>Engagement and consultation processes are in place and the IJB liaises with the Scottish Government and the Scottish Health Council. All major change programmes are delivered within the parameters recommended in the relevant best practice guidance.</p>

Requirement	Measure/Expected Outcome	Evidence/Outcome
The IJB's policies, functions and service planning overtly considers the different current and future needs and access requirements of groups within the community.		Equality and diversity impact assessment is an integral part of the IJB's and the partner's processes in particular policy or service change proposals. Equality and Diversity Impact Assessment Guidance and Forms are available for staff. Training and support is also available on request.
Equality is mainstreamed into all processes.	Plan on how to mainstream equality and to monitor progress.	Reliance is placed on the arrangements each partner has in place to mainstream equality and diversity.
Wherever relevant, the IJB collects information and data on the impact of policies, services and functions on different equality groups to help inform future decisions. The IJB regularly measures and reports its performance in contributing to the achievement of equality outcomes.		<p>The equality outcomes help the IJB and the partners understand the impact on equality groups. Mainstreaming Reports published by the partners include the equality outcomes as well as the further work which continues to be progressed to embed equalities across the HSCP.</p> <p>IJB Equality Outcomes and Mainstreaming Equality Framework sets out the priorities for addressing equality issues. Regular monitoring and reporting on progress against the agreed equality outcomes is performed.</p>
The IJB engages with and involves equality groups to improve and inform the development of relevant policy and practice.		<p>The IJB is committed to engagement. The Dundee Health and Social Care Partnership Participation and Engagement Strategy outlines the approach that the IJB will deploy in working with key stakeholders to strategically develop health and social care services in Dundee.</p> <p>This strategy complements the well-developed methods of participation and engagement adopted by DCC, NHST and the Third and Independent sectors. Although the strategy provides a consistent approach, alternative forms of engagement are adopted to involve individuals, groups and communities who may be harder to reach.</p>