



REPORT TO: PERFORMANCE & AUDIT COMMITTEE – 17 JANUARY 2017
REPORT ON: AUDIT SCOTLAND HEALTH AND SOCIAL CARE INTEGRATION REPORT – ACTION PLAN UPDATE
REPORT BY: CHIEF FINANCE OFFICER
REPORT NO: PAC5-2017

1.0 PURPOSE OF REPORT

This report provides an update to the Performance and Audit Committee of the actions identified to mitigate the risks highlighted by Audit Scotland following their review of Health and Social Care Integration in December 2015.

2.0 RECOMMENDATIONS

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

- 2.1 Notes the progress of the key actions identified as a response to the recommendations arising from the Audit Scotland Report on Health and Social Care Integration.

3.0 FINANCIAL IMPLICATIONS

There are no direct financial implications arising from this report.

4.0 MAIN TEXT

- 4.1 In February 2016, Dundee Integration Joint Board noted the content of Audit Scotland's report on progress made in establishing the new Integration Authorities following the implementation of the Public Bodies (Joint Working) (Scotland) Act 2014 which was published in December 2015. This was the first of three planned audits to be undertaken of the major reform of health and social care services as a result of the changes in legislation. This particular audit provided a progress report during the transitional year and highlighted a number of key risks which needed to be addressed as a priority to ensure the reforms were a success.
- 4.2 The report in February 2016 (Report DIJB8-2016) set out an action plan to be adopted locally in order to mitigate the identified risks for Dundee Health and Social Care Partnership. The action plan covered the key risk areas identified by Audit Scotland, namely Governance and Accountability, Finance, Service Redesign, Workforce and Performance Management and progress made to date against these actions is noted in Appendix 1.
- 4.3 Good progress has been made in many areas with others continuing to evolve as the Health and Social Care Partnership develops further. A number of these areas such as ensuring clear lines of governance and accountability are also reflected in the Annual Internal Audit Report update and it is therefore proposed to report future progress of the action points through this review process.

5.0 POLICY IMPLICATIONS

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

The Chief Officer, Chief Internal Auditor and the Clerk were consulted in the preparation of this report.

7.0 BACKGROUND PAPERS

None.

Dave Berry
Chief Finance Officer

DATE: 4 January 2017

| Recommendation | Dundee IJB Position as at February 2016 | Action Proposed | Timescale | Update Position – December 2016 |
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| <p>The Scottish Government should:</p> <ul style="list-style-type: none"> • work with IAs to help them develop performance monitoring to ensure that they can clearly demonstrate the impact they make as they develop integrated services. As part of this work: <ul style="list-style-type: none"> ○ work with IAs to resolve tensions between the need for national and local reporting on outcomes so that it is clear what impact the new integration arrangements are having on outcomes and on the wider health and social care system • monitor and publicly report on national progress on the impact of integration. This includes: <ul style="list-style-type: none"> ○ measuring progress in moving care from institutional to community settings, reducing local variation in costs and using anticipatory care plans ○ reporting on how resources are being used to improve outcomes and how this has changed over time ○ reporting on expected costs and savings resulting from integration | <p>Scottish Government guidance has been issued (National Health and Wellbeing Outcomes: A framework for the planning and delivery of integrated health and social care services) to assist IJBs in developing their performance management systems</p> <p>The Strategic Plan connects the National Outcomes and Indicators and local outcomes to the vision for the people of Dundee. These will be incorporated into an Outcomes and Performance Framework being developed for the Partnership. The Framework will include measures to allow us to monitor our progress in achieving the strategic priorities and shifts identified in the Plan, as well as our improvement against the National Outcomes.</p> | <p>Development of an Outcomes and Performance Framework for Dundee IJB including the production of an Annual Performance Report. Report to be presented at the February IJB meeting to note progress to date in developing the framework.</p> | <p>June 2016</p> | <p>First local performance report presented to August 2016 IJB meeting. (Note these are Scottish Govt recommended actions)</p> |

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| <ul style="list-style-type: none"> continue to provide support to IAs as they become fully operational, including leadership development and sharing good practice, including sharing the lessons learned from the pilots of GP clusters. | | | | |
| <p>Integration authorities should:</p> <ul style="list-style-type: none"> provide clear and strategic leadership to take forward the integration agenda; this includes: <ul style="list-style-type: none"> developing and communicating the purpose and vision of the IJB and its intended impact on local people having high standards of conduct and effective governance, and establishing a culture of openness, support and respect | <p>The vision and purpose of the IJB has clearly been reflected in the Draft Strategic plan <i>“Each citizen of Dundee will have access to the information and support that they need to live a fulfilled life.”</i></p> <p>As described in the Strategic Plan, the IJB will seek assurances that recommendations presented to them by the Chief Officer have been scrutinised against the following four key strands of governance prior to decisions being made relating to the work of the Partnership:</p> | <p>Continue to communicate the vision and purpose of the IJB and performance in meeting expected outcomes for individuals and the community through its Communication and Participation and Engagement Strategies.</p> <p>Ensure the continued development of the IJB’s Workforce and Organisational Development Strategy and Participation and Engagement strategy provides a focus on the delivery of improved outcomes as outlined in the vision</p> | <p>Ongoing</p> <p>Ongoing</p> | <p>Vision and purpose of the IJB communicated in Strategic & Commissioning Plan. Participation and Engagement Strategy included within the Strategic & Commissioning Plan.</p> <p>Workforce and Organisational Development strategy included within the Strategic & Commissioning Plan. IJB member’s Codes of Conduct approved in May 2016 with specific development session held in August 2016.</p> |

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| | <ul style="list-style-type: none"> • Our national and local performance frameworks • Our financial due diligence requirements • Our clinical and professional care governance arrangements, which will include the regulatory requirements of appropriate professional bodies • Our participation and engagement activities as outlined in our Participation and Engagement strategy. <p>Clear statement within the Strategic Plan that values which will be applied in delivering the plan include being professional and honest, listening and learning, being open and transparent and respecting and caring. The IJB has adopted a Participation and Engagement Strategy which sets out principles which will ensure that the voices of service users, carers, staff and communities are heard, recognised and valued.</p> | | | <p>Development of Performance and Audit Committee (PAC) to provide further opportunity for scrutiny and openness.</p> |

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| <ul style="list-style-type: none"> • set out clearly how governance arrangements will work in practice, particularly when disagreements arise, to minimise the risk of confusing lines of accountability, potential conflicts of interests and any lack of clarity about who is ultimately responsible for the quality of care and scrutiny. This includes: <ul style="list-style-type: none"> ○ setting out a clear statement of the respective roles and responsibilities of the IJB (including individual members), NHS board and council, and the IJB's approach towards putting this into practice | <p>Roles and responsibilities of all parties are reflected in the Integration Scheme including arrangements for Clinical and Care Governance and Professional Governance</p> | <p>IJB to continue to develop and agree roles and responsibilities as partnership arrangements evolve and new challenges faced</p> | <p>Ongoing</p> | <p>Report presented and agreed at May 2016 IJB meeting outlining governance arrangements with Dundee City Council and NHS Tayside. New challenges continue to require mature dialogue with partner agencies to agree appropriate responsibilities. Workshop on Governance Scenarios to be arranged early in 2017.</p> |

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| <ul style="list-style-type: none"> ○ ensuring that IJB members receive training and development to prepare them for their role, including managing conflicts of interest, understanding the organisational cultures of the NHS and councils and the roles of non-voting members of the IJB • ensure that a constructive working relationship exists between IJB members and the chief officer and finance officer and the public. This includes: <ul style="list-style-type: none"> ○ setting out a schedule of matters reserved for collective decision-making by the IJB, taking account of relevant legislation and ensuring that this is monitored and updated when required ○ ensuring relationships between the IJB, its partners and the public are clear so each knows what to expect of the other | <p>A number of focussed IJB development sessions have been held for members including roles and responsibilities, Due Diligence and Standing Orders in addition to Strategic Planning. IJB Chair & Vice Chair have participated in the National Development Programme.</p> <p>Standing Orders in place to govern the business of the IJB. Participation & Engagement Strategy developed which sets out the framework for ongoing dialogue and developing shared understanding of issues</p> | <p>Develop and progress further IJB leadership and development sessions for IJB members</p> <p>Ensure business is continuously conducted in line with the principles and values expressed within the Participation and Engagement Strategy</p> | <p>Ongoing</p> <p>Ongoing</p> | <p>Codes of Conduct Development session for IJB members held during 2016. Development event for Performance and Audit Committee to be arranged early 2017. Draft Development Plan for 2017 to be approved.</p> <p>Cycle of IJB business reports now embedded</p> |

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| <ul style="list-style-type: none"> • be rigorous and transparent about how decisions are taken and listening and acting on the outcome of constructive scrutiny, including: <ul style="list-style-type: none"> ○ developing and maintaining open and effective mechanisms for documenting evidence for decisions; ○ putting in place arrangements to safeguard members and employees against conflict of interest and put in place processes to ensure that they continue to operate in practice; | <p>As noted above, recommendations to the IJB will have been scrutinised against a range of governance areas (e.g. clinical and care governance arrangements) before being presented to the IJB. Through the Workforce and Organisational Development strategy and focus on co-production within the Participation and Engagement Strategy, support will be provided to staff and the public to engage in the process of service redesign and change.</p> <p>Through the Clinical and Care Governance Strategy, a range of advisory mechanisms are in place to support the evidence in decision making</p> <p>IJB Standing Orders highlights Code of Conduct and Conflicts of Interest for members of the Integration Joint Board. Employees will continue to operate under existing policies of their respective organisations</p> | | | <p>Development of the Performance and Audit Committee provides the opportunity for further scrutiny</p> <p>Members Code of Conduct approved at May 2016 IJB meeting. Separate Code of Conduct Development Session held in August 2016</p> |

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| <ul style="list-style-type: none"> ○ developing and maintaining an effective audit committee; | | Proposals to be developed to agree most appropriate method of provision of internal scrutiny of the IJB | April 2016 | Establishment of Performance and Audit Committee agreed in principle at May IJB with remit and membership agreed in August 2016. First meeting to be held in January 2017 |
| <ul style="list-style-type: none"> ○ ensuring that effective, transparent and accessible arrangements are in place for dealing with complaints; | Complaints procedure for the IJB developed | Complaints procedure to be formally tabled at the IJB | April 2016 | Complaints Procedure Report approved by IJB in June 2016 |
| <ul style="list-style-type: none"> ○ ensuring that an effective risk management system is in place | Integration Scheme states intention to develop and adopt a risk management strategy | Risk management process and risk register to be developed | April 2016 | Risk Management Strategy approved in May 2016 with High Level Risk Register considered in August 2016 and reporting arrangements to PAC established |

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| <ul style="list-style-type: none"> • develop strategic plans that do more than set out the local context for the reforms; this includes: <ul style="list-style-type: none"> ○ how the IJB will contribute to delivering high-quality care in different ways that better meet people’s needs and improves outcomes ○ setting out clearly what resources are required, what impact the IJB wants to achieve, and how the IA will monitor and publicly report their progress ○ developing strategies covering the workforce, risk management, engagement with service users and data sharing, based on overall strategic priorities to allow the IA to operate successfully in line with the principles set out in the Act and ensure these strategies fit with those in the NHS and councils | <p>Clear vision, priorities and proposed actions to deliver these described in the draft Strategic Plan</p> <p>Financial framework within the Strategic Plan sets out current resources and anticipated level of future demand. Performance management framework sets out how this is being achieved</p> <p>The IJB is a full member of the Dundee Community Planning Partnership and works closely with Integrated Children’s Services in Dundee.</p> | <p>Ensure final version of the Strategic Plan and subsequent revisions to the Plan continue to focus on delivering high quality care and improving outcomes</p> <p>Continue to review and revise the level of resource requirements in light of the overall local authority and NHS financial position, anticipated demand for services and extent to which resource shifts are achieved as a result of actions taken within the Strategic Plan. Performance management framework to be presented to February IJB</p> <p>Workforce and Organisational Development and Participation and Engagement Strategies developed and to be presented to the February IJB meeting</p> | <p>March 2016</p> <p>Ongoing</p> <p>February 2016</p> | <p>Strategic and Commissioning Plan published in March as intended with positive feedback from stakeholders including the Scottish Govt</p> <p>Development of IJB’s Transformation Programme sets out overall investment and efficiencies plan to support resource shifts. Financial monitoring reports presented to the IJB on a regular basis.</p> <p>Both Strategies included as part of Strategic and Commissioning Plan.</p> |

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| <ul style="list-style-type: none"> ○ making clear links between the work of the IA and the Community Empowerment (Scotland) Act and Children and Young People (Scotland) Act ● develop financial plans that clearly show how IAs will use resources such as money and staff to provide more community-based and preventative services. This includes: <ul style="list-style-type: none"> ○ developing financial plans for each locality, showing how resources will be matched to local priorities ○ ensuring that the IJB makes the best use of resources, agreeing how Best Value will be measured and making sure that the IJB has the information needed to review value for money and performance effectively | <p>Strategic Plan highlights a shift to community based and preventative services as key to improving outcomes.</p> <p>As noted above, highlighted as key to improving outcomes. Actions within the Strategic Plan note how these will be achieved</p> | <p>Continue to develop strong links with the Chief Social Work Officer and Integrated Children's Services. Locality planning arrangements to be aligned across all partnerships</p> <p>Move to locality planning models of budgeting and allocating resources through using methodologies such as the Integrated Resource Framework to identify local population resource consumption and need.</p> <p>As part of the financial monitoring and performance management framework, develop range of indicators to reflect how well resources are being utilised (e.g. benchmarking frameworks)</p> | <p>Ongoing</p> <p>Ongoing – dependent on timing of shifts to new locality models of service provision</p> <p>During 2016/17</p> | <p>Strong relationship exists with Chief Social Work Officer who is also a member of the IJB. Health and Social Care Partnership agreed localities consistent with Community Planning Partnership Areas.</p> <p>Locality managers recently recruited and respective localities/service areas agreed. Work will commence during 2017 to assess local resource consumption</p> <p>Continual assessment of Best Value through the Transformation Programme and opportunities for efficiencies. Financial monitoring presented as an aligned budget during 2016/17 with</p> |

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| <ul style="list-style-type: none"> shift resources, including the workforce, towards a more preventative and community-based approach; it is important that the IA also has plans that set out how, in practical terms, they will achieve this shift over time. | | Ensure that the Workforce and Organisational Development Strategy continues to reflect the changing needs of changing service delivery models | Ongoing | <p>plans for integrated financial monitoring to reflect locality managers responsibility centres.</p> <p>Early shifts in resources expressed within the IJB's Transformation Programme.</p> |
| <p>Integration authorities should work with councils and NHS boards to:</p> <ul style="list-style-type: none"> recognise and address the practical risks associated with the complex accountability arrangements by developing protocols to ensure that the chair of the IJB, the chief officer and the chief executives of the NHS board and council negotiate their roles in relation to the IJB early on in the relationship and that a shared understanding of the roles and objectives is maintained; review clinical and care governance arrangements to ensure a consistent approach for each integrated service and that they are aligned to existing clinical and care governance arrangements in the NHS and councils; | <p>Integration Scheme and Standing Orders reflect the respective roles and accountability arrangements</p> <p>Clinical and Care Governance framework has been recognised by the IJB</p> | <p>High level group to be formed consisting of the CO, Chair and Vice Chair of the IJB, Chair of the NHS Board and the Chief Executives of Dundee City Council and NHS Tayside</p> <p>Further work to be undertaken by the local Dundee Clinical and Care Governance Group, supported by the Chief Social Work Officer and clinical advisors to the IJB to agree how this is implemented in practice</p> | <p>June 2016</p> <p>During 2016/17</p> | <p>Group has met on a number of occasions to date with further meetings planned during 2017</p> <p>Clinical and Care Governance Development session held with Dundee Health & Social Care Partnership (DH&SCP) Extended Management Team.</p> |

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| <ul style="list-style-type: none"> urgently agree budgets for the IA; this is important both for their first year and for the next few years to provide IAs with the continuity and certainty they need to develop strategic plans; this includes aligning budget-setting arrangements between partners; | <p>Dundee City Council 2016/17 revenue budget process at an advanced stage with overall financial resource levels to be confirmed following the setting of the Council's Revenue Budget on the 25th February. Discussions with NHS Tayside initiated.</p> | <p>CFO to continue to engage with NHS Tayside Director of Finance to achieve clarity as to the level of budgeted resources associated with delegated budgets and associated risks prior to the 1st April 2016. In conjunction with the Perth & Angus IJB's, negotiate with NHS Tayside to better align budget setting arrangements with local authority timescales</p> | <p>March 2016</p> | <p>Update report due to be presented to the IJB in early 2017.</p> <p>Due diligence process reported to IJB in June 2016 outlining view of adequacy of level of delegated resources. DH&SCP's Transformation Programme approved in August 2016. 2017/18 budget process ongoing.</p> |
| <ul style="list-style-type: none"> establish effective scrutiny arrangements to ensure that councillors and NHS non-executives, who are not members of the IJB board, are kept fully informed of the impact of integration for people who use local health and care services; | <p>Proposals developed by Head of Democratic & Legal Services, Dundee City Council with regards to future IJB reporting arrangements to Dundee City Council</p> | <p>Dundee City Council reporting arrangements to be presented to Policy & Resources Committee in February 2016 recommending that scrutiny of the IJB's functions and also the Council's functions in delivering services commissioned by the IJB should be added to the remit of the Policy and Resources Committee Proposals to be developed by NHS Tayside to agree scrutiny arrangements back to the NHS Board.</p> | <p>April 2016</p> | <p>Dundee City Council arrangements as noted under proposed action. Meeting arranged with NHS Tayside and Chief Officers of the 3 local Integration Joint Boards to agree NHS reporting arrangements.</p> |

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| <ul style="list-style-type: none"> put in place data-sharing agreements to allow them to access the new data provided by ISD Scotland. | <p>Data sharing arrangements already in place and data currently being accessed to assist with the development of the Strategic Plan and associated performance framework</p> | <p>Review effectiveness of data sharing arrangements to ensure comprehensive enough to access the range of information required to inform the IJB of current performance and future needs</p> | <p>Ongoing</p> | <p>Member of the Scottish Government Information Services Division seconded to DH&SCP to work closely with Information Officers to access relevant information.</p> |