



REPORT TO ABERDEENSHIRE INTEGRATION JOINT BOARD AUDIT COMMITTEE – 19 JUNE 2019

UPDATE ON AUDIT SCOTLAND 2018 REPORT ON HEALTH & SOCIAL CARE INTEGRATION

1 Recommendations

The Audit Committee is recommended to:

- 1.1 To note the contents of this report.
- 1.2 To consider and agree the initial draft Action Plan at Appendix 1 whilst acknowledging that it will require further work in light of the “review of integration” proposals approved by the Ministerial Strategic Group.

2 Risk

- 2.1 This paper relates to risks IJB 1 (Sufficiency of Resources).

3 Discussion

- 3.1 The purpose of this report is to present a draft Action Plan to meet the key recommendations of the Audit Scotland report “Health and Social Care Integration – Update on Progress”.
- 3.2 This is the second of three national performance audits of health and social care integration following the introduction of the Public Bodies (Joint Working) (Scotland) Act, 2014. The aim of the audit is to examine the impact public bodies are having as they integrate health and social care services. The full report and accompanying supplements are available at <http://www.audit-scotland.gov.uk/report/health-and-social-care-integration-update-on-progress>.
- 3.3 The report was considered by the IJB Audit Committee on 25th February 2019. The Committee requested that officers extrapolate and report to the next meeting any specific Aberdeenshire Integration Joint Board issues.

4 Audit Scotland Recommendations

- 4.1 Of the sixteen recommendations made by the audit, nine were directly relevant to Aberdeenshire HSCP:
 - **four recommendations are directed to Integration Authorities in partnership with NHS Boards and Councils**
 - o ensure operational plans, including workforce, IT and organisational change plans across the system, are clearly aligned to the strategic priorities of the IA;
 - o monitor and report on Best Value in line with the requirements of the Public Bodies (Joint Working) (Scotland) Act 2014;

- o view their finances as a collective resource for health and social care to provide the best possible outcomes for people who need support; and
- o continue to improve the way that local communities are involved in planning and implementing any changes to how health and care services are accessed and delivered.

- **five recommendations are directed to Integration Authorities in partnership with the Scottish Government, NHS Boards and Councils**

- o support integrated financial management by developing a longer-term and more integrated approach to financial planning at both a national and local level. All partners should have greater flexibility in planning and investing over the medium to longer term to achieve the aim of delivering more community-based care;
- o agree local responsibility and accountability arrangements where there is disagreement over interpretation of the Public Bodies (Joint Working) (Scotland) Act 2014 and its underpinning principles. Scenarios or examples of how the Act should be implemented should be used which are specific to local concerns. There is sufficient scope within existing legislation to allow this to happen;
- o share learning from successful integration approaches across Scotland;
- o address data and information sharing issues, recognising that in some cases national solutions may be needed; and
- o review and improve the data and intelligence needed to inform integration and to demonstrate improved outcomes in the future. They should also ensure mechanisms are in place to collect and report on this data publicly.

4.2 A draft Action Plan has been developed to capture how the nine recommendations are being / will be progressed (see Appendix 1).

4.3 This work also has synergies with the work that has been done to respond to the Ministerial Steering Group Review of Progress of Integration. The response to this review from Aberdeenshire HSCP has been fully agreed at an IJB Development Session.

5 Equalities, Financial and Staffing Implications

5.1 An equality impact assessment is not required because there are no equalities implications arising from this report.

5.2 There are no financial or staffing implications arising from this report.

Alan Sharp
Chief Finance Officer

Report prepared 3rd June 2019

APPENDIX 1

Audit Scotland Report 2018: Update and Actions for IJB Report

Recommendation	Directed to	Lead	Update (Current Activity)	Planned Action	Timescale
1-Ensure operational plans, including workforce, IT and organisational change plans across the system, are clearly aligned to the strategic priorities of the IA	IAs in partnership with NHS Boards and councils	Head of Business & Strategy (Workforce & Strategic Plans) Partnership Manager – South (Digital Plan)	Development of Strategic Plan is robust and has involved engagement with staff and communities.	More capacity to support strategic planning from partners which would give us a “cherry on the top” Next iteration of commissioning plan to draw on scenario planning better Join the workforce plan better to our plan and delivery (previously linked well).	October 2019
2-Monitor and report on Best Value in line with the requirements of the Public Bodies (Joint Working) (Scotland) Act 2014	IAs in partnership with NHS Boards and councils	Chief Finance Officer	Best value is about good governance and effective management of resources, with a focus on improvement, to deliver the best possible outcomes for the public. Delivery of Best Value is assessed and reported upon on an ongoing basis through a number of internal and external accountability mechanisms.	Delivery of Best Value will continue to be monitored and reported upon internally and externally in line with the requirements of the Public Bodies (Joint Working) (Scotland) Act 2014	Ongoing

			<p>Internal mechanisms include reporting to and scrutiny by the Integration Joint Board and its Finance, Audit and Scrutiny and Public Engagement Sub-Committees.</p> <p>Externally, Best Value is assessed and reported upon through the annual audits undertaken for all Council and NHS bodies including IJBs; as well as other inspection, assessment and review processes.</p> <p>The 2017/18 Annual Audit Report for Aberdeenshire IJB reported on how the IJB was meeting its Best Value duties.</p>		
3-View their finances as a collective resource for health and social care to provide the best possible outcomes for people who need support	IAs in partnership with NHS Boards and councils	Chief Finance Officer	<p>Many examples of an “IJB pound”.</p> <p>Many examples of redesigning services using the totality of resource available and doing things differently.</p> <p>Directions issued to both Health Board and Council.</p>	A medium term financial outlook is being refreshed to support integrated financial management and planning within the IJB. This will be aligned to the timeframe covered by the IJB’s Strategic Plan and will support delivery of the Strategic Plan	March 2020

<p>4-Continue to improve the way that local communities are involved in planning and implementing any changes to how health and care services are accessed and delivered</p>	<p>IAs in partnership with NHS Boards and councils</p>	<p>Senior Management Team</p>	<p>Some excellent examples of engagement around service change (Ugie, Mental Health & LD Strategies, GP Sustainability). Striving to develop systematic engagement – works well in some aspects. Support and leadership from the Comms Team.</p>	<p>Support for Location Managers to have routine communication / engagement with their communities which will continue to improve location aspects. More co-ordination with NHS and Council to ensure engagement is joined up. Engagement of individual practitioners with their clients needs to be more consistent. .</p>	<p>Ongoing.</p>
<p>5-Support integrated financial management by developing a longer-term and more integrated approach to financial planning at both a national and local level. All partners should have greater flexibility in planning and investing over the medium to longer term to achieve the aim of delivering more community-based care.</p>	<p>IAs in partnership with the Scottish Government, NHS Boards and councils</p>	<p>Chief Finance Officer</p>	<p>IJB Medium Term Financial Strategy is present but application of this to long term budget setting not yet in place.</p>	<p>A medium term financial outlook is being refreshed to support integrated financial management and planning within the IJB. This will be aligned to the timeframe covered by the IJB's Strategic Plan and will support delivery of the Strategic Plan</p>	<p>March 2020</p>
<p>6-Agree local responsibility and accountability arrangements where there is disagreement over</p>	<p>IAs in partnership with the Scottish Government,</p>	<p>Chief Officer</p>	<p>The Integration Scheme of the IJB contains, at section 18, a Dispute Resolution Mechanism to support</p>	<p>Continue to use the prescribed process for dispute resolution where Required.</p>	<p>Ongoing</p>

<p>interpretation of the Public Bodies (Joint Working) (Scotland) Act 2014 and its underpinning principles. Scenarios or examples of how the Act should be implemented should be used which are specific to local concerns. There is sufficient scope within existing legislation to allow this to happen</p>	<p>NHS Boards and councils</p>		<p>resolution of any relevant disagreements. Where no resolution can be achieved following implementation of the Dispute Resolution Mechanism the Chief Executives of Aberdeenshire Council and NHS Grampian are required to jointly notify Scottish Ministers that agreement cannot be reached and resolve to be bound by the determination of the Ministers.</p>		
<p>7-Share learning from successful integration approaches across Scotland</p>	<p>IAs in partnership with the Scottish Government, NHS Boards and councils</p>	<p>Chief Officer</p>	<p>In December 2018, the Chief Officers Group launched Health and Social Care Scotland (HSCS). HSCS is a national collaboration for those who lead change within Health and Social Care Partnerships and will provide opportunity to network, work collectively and share learning. The inaugural conference brought together 200 delegates from across health and social care in Scotland and was a celebration of integrated partnership working to date. A website</p>	<p>Conference to be held on an annual basis.</p>	<p>Ongoing</p>

			and twitter page has been launched and a quarterly newsletter will be published.		
8-Address data and information sharing issues, recognising that in some cases national solutions may be needed	IAs in partnership with the Scottish Government, NHS Boards and councils	Senior Management Team	Revised Information Sharing agreement being finalised. A project to develop a Portal to allow health and social care staff to share data securely is being progressed.	Finalisation of the Information Sharing Agreement. Development of the Portal.	October 2019
9-Review and improve the data and intelligence needed to inform integration and to demonstrate improved outcomes in the future. They should also ensure mechanisms are in place to collect and report on this data publicly	IAs in partnership with the Scottish Government, NHS Boards and councils	Head of Business & Strategy	Routine performance management arrangements are in place within the Partnership, with quarterly operational performance reports produced for scrutiny by HSCP management teams, the Integration Joint Board and its Finance and Audit sub-committee. Annual Performance Reports are also produced in line with the requirements of the Public Bodies (Joint Working) (Scotland) Act 2014. These reflect upon performance against agreed local and national performance indicators and in delivering the commitments set out within	Performance arrangements will continue to be implemented and existing data and intelligence sets kept under ongoing review by services across the Partnership.	Ongoing

			<p>the Integration Joint Board's (IJB) Strategic Plan. There are, therefore, a range of mechanisms in place to scrutinise performance within the Partnership, which enables areas for improvement to be identified and actions taken forward and monitored on an ongoing basis</p>		
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