

**IJB Audit Committee - 29 March 2021**

**IJB Best Value – Revised Draft Statement 2020/21**

The proposed changes to the draft Best Value Statement are being put forward for the Committee to consider at its meeting of 29 March 2021.

Prompt 3

Additional narrative on the IJB vision and 6 Big Actions has been added.

*“The IJB agreed its 5 year Strategic Plan in 2019 which outlined its clear vision and 6 Big Actions to deliver against that vision. The Plan was created through engagement and discussions with all key stakeholders.”*

Prompt 6

Removed the statement *“Further information can be provided on request”*

Prompt 8

Minor rewording to part of the response from:

*“Given the level of savings, demographic demands is becoming more difficult to deliver savings, there is a concern that this will impact on quality in the future.”*

To

*‘Given the level of savings & demographic demands it is becoming more difficult to deliver savings and there is a growing concern that this may begin to impact on quality in the future.’*

Prompt 9

Additional narrative added:

*“The Internal Audit plan for 2021/22 includes a review of performance management and reporting & the effectiveness of Directions (to Partners) policy.”*

An updated proposed response is enclosed below.

	Audit Scotland Prompt	Response
1	Who do you consider to be accountable for securing Best Value in the IJB?	<p>The duty of Best Value applies to all public bodies in Scotland. It is a statutory duty on local authorities (Inverclyde Council) and a formal duty on Accountable Officers, such as the Chief Executive of NHS GG&amp;C.</p> <p>The IJB is responsible for directing its partners (the Council and Health Board) to commission all IJB services in line with the principles of Best Value. Ultimately the Chief Officer is accountable to the IJB. However, this does not remove the accountability within partner organisations for their own responsibilities under Best Value legislation. Commissioning from third sector providers should be evaluated with Best Value principles during procurement.</p>
2	How do you receive assurance that the services supporting the delivery of the strategic plan are securing Best Value?	<p>IJB directions to the Council and Health Board clearly require them to deliver services in line with our Strategic Plan and that all services must be procured and delivered in line with Best Value principles.</p> <p>There are current arrangements for monitoring the delivery of the Strategic Plan this within various IJB/HSCP forums, including:</p> <ul style="list-style-type: none"> <li>• Integration Joint Board Meetings</li> <li>• Transformation Board</li> <li>• Audit Committee</li> <li>• Inverclyde Health &amp; Social Care Committee</li> <li>• Clinical &amp; Care Governance Committee</li> <li>• Strategic Planning Group</li> <li>• Senior Management Team (HSCP)</li> <li>• Corporate Management Teams of the Health Board and Council</li> </ul> <p>Performance is scrutinised regarding the targets met or any issues that arise from this. Systems of control within the IJB are subject to Internal Audit review and scrutiny by the IJB Audit Committee. The Committee also receives a regular summary of all internal audit reports relating to the IJBs partner organisations which provides further assurance in relation to Best Value. The IJB also places reliance on the controls and procedures of our partner organisations in terms of Best Value delivery which are also subject to regular audit and review directly through those</p>

	Audit Scotland Prompt	Response
		<p>partner organisations.</p> <p>IJB directions to the Council and Health Board clearly require them to deliver services in line with our Strategic Plan and that all services must be procured and delivered in line with Best Value principles.</p>
3	<p>Do you consider there to be sufficient buy-in to the IJB's longer term vision from partner officers and members?</p>	<p>Yes - the IJB has good joint working arrangements in place and has benefited from ongoing support from members and officers within our partner organisations over the last year in order to deliver the IJBs longer term vision.</p> <p>The IJB agreed its 5 year Strategic Plan in 2019 which outlined its clear vision and 6 Big Actions to deliver against that vision. The Plan was created through engagement and discussions with all key stakeholders.</p> <p>Within Inverclyde there is a wider collaborative approach to Health and Social Care with a commitment to Best Value from all relevant partners which is evidenced through their own Best Value processes and audit arrangements.</p> <p>This support is evident through additional funding which is often agreed in year by one or both partners to address demographic pressures within Health &amp; Social Care.</p> <p>The IJB also works closely with Community Planning Partners through the Strategic Alliance.</p>
4	<p>How is value for money demonstrated in the decisions made by the IJB?</p>	<p>All IJB papers carry a section that clearly outlines the financial implications of each proposal as well as other implications in terms of legal, HR, equality and diversity and linkage to the IJBs strategic objectives.</p> <p>The IJB engages in healthy debate and discussions around any proposed investment decisions and savings proposals, many of which are supported by additional IJB development sessions. In addition IJB directions to the Health Board and Council require them to deliver our services in line with Best Value principles.</p>

	<b>Audit Scotland Prompt</b>	<b>Response</b>
5	Do you consider there to be a culture of continuous improvement?	<p>Yes – IJB, SPG and SMT development sessions over the past 12 months have sought to enhance the operational effectiveness of the IJB, SPG and SMT and of the services the HSCP delivers.</p> <p>Many of these development sessions have been focussed around service redesign and improvement plans within services to ensure the IJB and SPG members are fully informed and engaged in our continuous improvement process. Both the IJB and SPG have staff-side representation, so staff and trade unions are also fully involved in shaping continuous improvement.</p> <p>We have also redesigned our Transformation Board arrangements to make clearer and closer links between the work of that Board and the Strategic Plan and Strategic Planning Group. Feedback from officers has been very positive on the new Board format.</p>
6	Have there been any service reviews undertaken since establishment – have improvements been identified? Is there any evidence of improvements in services and/or reductions in pressures as a result of joint working?	<p>Several reviews have taken place with many still ongoing. This work is overseen operationally by Review Boards for each Service Review and the Transformation Board oversees all of the reviews and redesigns with feedback on the planned and delivered service improvements and efficiencies of each.</p> <p>Some of the major reviews include: Learning Disabilities Review, Addictions Review and AHP Review. There has also been a major review of Health Improvement Services, shifting the focus from single topic project work to more of a Public Health approach. This has been done in a bid to embed a strategic approach to tackling inequalities across the whole Community Planning Partnership (the Inverclyde Alliance). All of these redesigns have been very recent, and the impacts have not yet been evaluated.</p>
7	Have identified improvement actions been prioritised in terms of those likely to have the greatest impact?	<p>Yes – Prioritised improvement actions in Inverclyde are managed through the Service Review Boards, Heads of Service, Transformation Board and the SMT with the Health Board and Council CMTs involved as required. All reviews are aligned to the overall Strategic Planning process which is monitored and controlled through the SPG. Annual implementation plan for each of the 6 Big Actions are in place and progress reports against these implementation plans go to the SPG and IJB to</p>

	Audit Scotland Prompt	Response
		provide guidance on overall performance in delivering the Strategic Plan.
8	What steps are taken to ensure that quality of care and service provided is not compromised as a result of costs saving measures?	<p>Staff and clinical representation is in place on all Review Boards, the SPG and IJB. All redesigns are discussed at the Clinical and Care Governance Group, and potential implications are required to be assessed and included in IJB reports. In addition, Equality Impact Assessments are required for savings proposals. The IJBs Clinical Care Strategy puts a firm focus on the quality and safety of care across all services.</p> <p>The integrated ways of working in Inverclyde ensure that residents experience a quality standard of care. As an example, one of the key emerging priorities for the HSCP is supporting the 3rd sector's readiness to bid for contracts. Working in partnership with the local TSI, this commitment to supporting partners in the 3rd sector will improve both the quality of the tender bids and the capacity of the 3rd sector.</p> <p>Given the level of savings and demographic demands it is becoming more difficult to deliver savings and there is a concern that this will impact on quality in the future.</p>
9	Is performance information reported to the board of sufficient detail to enable value for money to be assessed?	<p>The IJB has oversight of IJB performance both operationally and financially through regular financial and performance monitoring reports.</p> <p>The Internal Audit plan for 2021/22 includes a review of performance management and reporting &amp; the effectiveness of Directions (to Partners) policy.</p>
10	How does the IJB ensure that management of resources (finances, workforce etc.) is effective and sustainable?	<p>Regular budget and performance monitoring reports to the IJB give oversight of this. All IJB reports contain a section outlining the financial implications of each paper. The IJBs internal control reporting mechanisms linked to the Risk Register require reporting to the Audit Committee on any High/Significant operational risks in addition to the IJB strategic risks. This additional process helps ensure the IJB has sight of any potential concerns, enabling them to manage and mitigate any resource risks.</p>