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**Report To:** Inverclyde Integration Joint Board Audit Committee      **Date:** 20 March 2023

**Report By:** Kate Rocks  
Chief Officer  
Inverclyde Health & Social Care Partnership      **Report No:** IJBA/05/2023/CG

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**Subject:** IJB Best Value Statement 2022/23

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## **1.0 PURPOSE AND SUMMARY**

1.1  For Decision       For Information/Noting

1.2 The purpose of this report is to provide a statement in relation to how the IJB has delivered Best Value during the previous financial year.

Appendix A contains the Draft Best Value Statement for 2022/23. This is reviewed and updated annually as part of the annual accounts process.

## **2.0 RECOMMENDATIONS**

2.1 It is recommended that the IJB Audit Committee approve the Best Value Statement enclosed at Appendix A.

**Kate Rocks**  
**Chief Officer**  
**Inverclyde Health and Social Care Partnership**

### 3.0 BACKGROUND AND CONTEXT

- 3.1 Integration Joint Boards have a statutory duty to make arrangements to secure best value. To achieve this, IJBs are required to have effective arrangements in place for scrutinising performance, monitoring progress towards achieving strategic objectives and holding partners to account.
- 3.2 Part of evidencing the work that the IJB does in relation to this is through officers reviewing and updating the Best Value Statement enclosed at Appendix A each year as part of the annual accounts process.
- 3.3 The statement considers Inverclyde's position in relation to 10 key Audit Scotland Best Value prompts. Based on this statement and placing appropriate reliance on the Best Value arrangements in place through the Council and Health Board no additional action is required by the IJB at this time over and above the actions already taking place as detailed in the statement. These 10 questions and draft responses were sent to all IJB members during the year for comment and those comments were used to update the enclosed draft statement.
- 3.4 In compiling the response a questionnaire was sent to all IJB members in January 2023. The survey detailed the 10 Best Value prompt questions recommended by Audit Scotland and showed the proposed responses to each of those. 12 responses were received to the questionnaire. In the main respondents agreed with the proposed narrative. Where changes were proposed these have been shown as tracked changes on the attached appendix. The table in Appendix B details the responses received and action taken.
- 3.5 Within the responses were 4 comments which weren't specific wording changes. The comments received were:

Q2. A comment was raised around the level of detail provided to IJB members to allow them to make decisions around the HSCP achieving Best Value.

Response is the IJB carries out all the processes, procedures, monitoring, governance and commissioning which seeks to ensure that best value is achieved. However it is recognised that officers will seek to improve upon this going forward and also highlight in future reports how this ties into achieving Best Value.

Q3. A comment was raised around the buy in from all members of the IJB around the longer term vision. Obviously the IJB strives to achieve a consensus with all IJB members. We would certainly want to work with all parties going forward around the long term strategy of the IJB.

Q7. A comment was offered around the role and effectiveness of the Strategic Planning Group's role within the IJB's business and feeling that the group had little influence around the overall strategy of the organisation. The IJB notes this comment and does consider the SPG to be the appropriate forum for these relevant issues to be discussed and changed if required. However, officers will strive to ensure that all relevant voices are heard at the SPG and would encourage further discussion with any members who may wish to engage further around this issue.

Q9. A comment was raised which disagreed that sufficient information around performance was issued to the IJB to ascertain value for money.

The IJB follows the relevant governance arrangements put in place and also follows the relevant governance arrangements of its partners. However, officer will bring forward more performance information for future IJB's and in line with our new outcomes framework in our Strategic Plan.

## 4.0 PROPOSALS

- 4.1 It is recommended that the IJB Audit Committee approve the Best Value Statement enclosed at Appendix A.

## 5.0 IMPLICATIONS

- 5.1 The table below shows whether risks and implications apply if the recommendation(s) is (are) agreed:

<b>SUBJECT</b>	<b>YES</b>	<b>NO</b>	<b>N/A</b>
Financial		X	
Legal/Risk		X	
Human Resources		X	
Strategic Plan Priorities		X	
Equalities		X	
Clinical or Care Governance		X	
National Wellbeing Outcomes		X	
Children & Young People's Rights & Wellbeing		X	
Environmental & Sustainability		X	
Data Protection		X	

## 5.2 Finance

There are no financial implications arising from this report.

One off Costs

<b>Cost Centre</b>	<b>Budget Heading</b>	<b>Budget Years</b>	<b>Proposed Spend this Report</b>	<b>Virement From</b>	<b>Other Comments</b>
N/A					

Annually Recurring Costs/ (Savings)

<b>Cost Centre</b>	<b>Budget Heading</b>	<b>With Effect from</b>	<b>Annual Net Impact</b>	<b>Virement From (If Applicable)</b>	<b>Other Comments</b>
N/A					

## 5.3 Legal/Risk

There are no specific legal implications arising from this report.

## 5.4 Human Resources

There are no specific human resources implications arising from this report.

**5.5 Strategic Plan Priorities**

There are no specific Strategic Plan Priorities implications arising from this report.

**5.6 Equalities**

(a) Equalities

There are no equality issues within this report.

This report has been considered under the Corporate Equalities Impact Assessment (EqIA) process with the following outcome:

	YES – Assessed as relevant and an EqIA is required.
√	NO – This report does not introduce a new policy, function or strategy or recommend a substantive change to an existing policy, function or strategy. Therefore, assessed as not relevant and no EqIA is required. Provide any other relevant reasons why an EqIA is not necessary/screening statement.

(b) Equality Outcomes

There are no Equalities Outcomes implications within this report.

How does this report address our Equality Outcomes?

<b>Equalities Outcome</b>	<b>Implications</b>
People, including individuals from the above protected characteristic groups, can access HSCP services.	None
Discrimination faced by people covered by the protected characteristics across HSCP services is reduced if not eliminated.	None
People with protected characteristics feel safe within their communities.	None
People with protected characteristics feel included in the planning and developing of services.	None
HSCP staff understand the needs of people with different protected characteristic and promote diversity in the work that they do.	None
Opportunities to support Learning Disability service users experiencing gender based violence are maximised.	None
Positive attitudes towards the resettled refugee community in Inverclyde are promoted.	None

**5.7 Clinical or Care Governance**

There are /are no governance issues within this report.

**5.8 National Wellbeing Outcomes**

How does this report support delivery of the National Wellbeing Outcomes?

There are no National Wellbeing Outcomes implications within this report.

<b>National Wellbeing Outcome</b>	<b>Implications</b>
People are able to look after and improve their own health and wellbeing and live in good health for longer.	None
People, including those with disabilities or long term conditions or who are frail are able to live, as far as reasonably practicable, independently and at home or in a homely setting in their community	None
People who use health and social care services have positive experiences of those services, and have their dignity respected.	None
Health and social care services are centred on helping to maintain or improve the quality of life of people who use those services.	None
Health and social care services contribute to reducing health inequalities.	None
People who provide unpaid care are supported to look after their own health and wellbeing, including reducing any negative impact of their caring role on their own health and wellbeing.	None
People using health and social care services are safe from harm.	None
People who work in health and social care services feel engaged with the work they do and are supported to continuously improve the information, support, care and treatment they provide.	None
Resources are used effectively in the provision of health and social care services.	None

### 5.9 Children and Young People

Has a Children’s Rights and Wellbeing Impact Assessment been carried out?

	YES – Assessed as relevant and a CRWIA is required.
X	NO – Assessed as not relevant as this report does not involve a new policy, function or strategy or recommends a substantive change to an existing policy, function or strategy which will have an impact on children’s rights.

### 5.10 Environmental/Sustainability

Summarise any environmental / climate change impacts which relate to this report.

Has a Strategic Environmental Assessment been carried out?

	YES – assessed as relevant and a Strategic Environmental Assessment is required.
X	NO – This report does not propose or seek approval for a plan, policy, programme, strategy or document which is like to have significant environmental effects, if implemented.

### 5.11 Data Protection

Has a Data Protection Impact Assessment been carried out?

	YES – This report involves data processing which may result in a high risk to the rights and freedoms of individuals.
X	NO – Assessed as not relevant as this report does not involve data processing which may result in a high risk to the rights and freedoms of individuals.

## 6.0 DIRECTIONS

6.1	<b>Direction Required to Council, Health Board or Both</b>	Direction to:	
		1. No Direction Required	X
		2. Inverclyde Council	
		3. NHS Greater Glasgow & Clyde (GG&C)	
		4. Inverclyde Council and NHS GG&C	

## 7.0 CONSULTATION

7.1 This report was prepared in consultation with the Chief Officer and External Audit.

## 8.0 BACKGROUND PAPERS

8.1 None

## APPENDIX A

## IJB Best Value – Draft Statement 2020/21

	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 IJB is primarily responsible to deliver Best Value and it directs its accountable officers to deliver this and seeks to hold to account via its assurance and governance framework. 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>• <b>Social Work &amp; Social Care Scrutiny Panel</b></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</p>

	<b>Audit Scotland Prompt</b>	<b>Response</b>
		<p>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 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. 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. Both partners have historically delegated significant budget resources to deliver the integration of health and social care services, which have themselves been delegated to the IJB</p> <p>The IJB also works closely with Community Planning Partners through the Strategic Alliance. However, there is still a feeling within the IJB that this could be improved further with more partnership engagement.</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> <p>This can be demonstrated by the IJB whereby the IJB actively considers the weighting of quality and price as a means of achieving the full value of the</p>



	<b>Audit Scotland Prompt</b>	<b>Response</b>
5	Do you consider there to be a culture of continuous improvement?	<p>resources being expended. This is general rule we use with all our tenders unless there are specific situations where other specific factors are considered.</p> <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. The IJB operates and believes in creating a culture of continuous improvement working in conjunction with its attitude towards risk as a live concern.</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. We have also recently refreshed our strategic plan and working on an outcomes framework for this. <b>This updated plan will go to March IJB.</b></p>

	Audit Scotland Prompt	Response
7	Have identified improvement actions been prioritised in terms of those likely to have the greatest impact?	<p>We are also currently working on the Business Support review, Care at Home review, <b>Homelessness Review</b>, Risk and Risk appetite review and implementing the new Workforce Plan. <b>The Transformation Board also oversees new developments and costings, service reviews are carried out in partnership with the Trade Unions and progress reported back to the Joint Staff Partnership Forum.</b></p> <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 recently refreshed 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 provide guidance on overall performance in delivering the Strategic Plan. We have also recently revised our Workforce Plan and the relevant improvement actions with be monitored on a 6 monthly basis.</p>
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 <b>with a clinical risk</b> 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, demographic demands is becoming more difficult to deliver savings, there is a concern that this will impact on quality in the future.</p>

	<b>Audit Scotland Prompt</b>	<b>Response</b>
9	Is performance information reported to the board of sufficient detail to enable value for money to be assessed?	The IJB has oversight of <b>HSCP</b> performance both operationally and financially through regular financial and performance monitoring reports.
10	How does the IJB ensure that management of resources (finances, workforce etc.) is effective and sustainable?	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.

## APPENDIX B

### Summary of Questionnaire Responses

Question/Prompt	Responses				Proposed change
	Agree response	Disagree	Not sure/No strong opinion		
1. Who do you consider to be accountable for securing Best Value in the IJB?	12/12				Minor wording change
2. How do you receive assurance that the services supporting the delivery of the strategic plan are securing Best Value?	9/12	1/12	2/12		Minor Wording Change and response to the 1 Disagree in covering report.
3. Do you consider there to be sufficient buy-in to the IJB's longer term vision from partner officers and members?	10/12	1/12	1/12		
4. How is value for money demonstrated in the decisions made by the IJB?	10/12		2/12		
5. Do you consider there to be a culture of continuous improvement?	12/12				
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?	9/12		3/12		Wording Updated
7. Have identified improvement actions been prioritised in terms of those likely to have the greatest impact?	11/12		1/12		
8. What steps are taken to ensure that quality of care and service provided is not compromised as a result of costs saving measures?	11/12	1/12			Wording updated
9. Is performance information reported to the board of sufficient detail to enable value for money to be assessed?	10/12	1/12	1/12		Response to the 1 Disagree in covering report

10. How does the JB ensure that management of resources (finances, workforce etc.) is effective and sustainable?	12/12			
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