

---

<b>Report To:</b>	<b>Inverclyde Integration Joint Board Audit Committee</b>	<b>Date:</b>	<b>24 March 2025</b>
<b>Report By:</b>	<b>Kate Rocks Chief Officer Inverclyde Health &amp; Social Care Partnership</b>	<b>Report No:</b>	<b>IJBAC/16/2025/CG</b>
<b>Contact Officer:</b>	<b>Craig Given Chief Finance Officer Inverclyde Health &amp; Social Care Partnership</b>	<b>Contact No:</b>	<b>01475 715381</b>
<b>Subject:</b>	<b>IJB Best Value Statement 2024/25</b>		

---

## **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 2024/25. 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 7 key Audit Scotland Themes of Best Value. This has been updated for 2024/25 in line with an internal audit review into Best Value in the IJB. 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 7 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 February 2025. The survey detailed the 7 Best Value prompt questions recommended by Audit Scotland and showed the proposed responses to each of those. 6 responses were received to the questionnaire. In the main respondents agreed with the proposed narrative. No significant changes were suggested in the responses. The table in Appendix B details the responses received and action taken.

### 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:

SUBJECT	YES	NO	N/A
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

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

Annually Recurring Costs/ (Savings)

Cost Centre	Budget Heading	With Effect from	Annual Net Impact	Virement From (If Applicable)	Other Comments
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**

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>
We have improved our knowledge of the local population who identify as belonging to protected groups and have a better understanding of the challenges they face.	None
Children and Young People who are at risk due to local inequalities, are identified early and supported to achieve positive health outcomes.	None
Inverclyde's most vulnerable and often excluded people are supported to be active and respected members of their community.	None
People that are New to Scotland, through resettlement or asylum, who make Inverclyde their home, feel welcomed, are safe, and able to access the HSCP services they may need.	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

IJB Best Value – Draft Statement 2024/25

	Audit Scotland Best Value Theme	Response
1	<p><b><u>Theme 1 – Vision and Leadership</u></b></p> <p>Effective political and managerial leadership is central to delivering Best Value, through setting clear priorities and working effectively in partnership to achieve improved outcomes. Leaders should demonstrate behaviours and working relationships that foster a culture of cooperation, and a commitment to continuous improvement and innovation.</p> <p>In achieving Best Value, a local authority will be able to demonstrate the following:</p> <ul style="list-style-type: none"> <li><b>a) Members and senior managers have a clear vision for their area that is shared with citizens, key partners and other stakeholders.</b></li> <li><b>b) Members set strategic priorities that reflect the needs of communities and individual citizens, and that are aligned with the priorities of partners.</b></li> <li><b>c) Effective leadership drives continuous improvement and supports the achievement of strategic objectives.</b></li> </ul>	<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 via its members and its senior managers to ensure it has a clear vision and set of strategic priorities in place for the citizens of Inverclyde, key partners and other stakeholders. This clear vision and strategic priorities is set out primarily in the IJB strategic plan. At present this is seen through the achievement of the IJB's 4 Key Priorities and its outcomes framework. This is reviewed on a yearly basis with updates given to all relevant stakeholders via quarterly and yearly updates to the IJB, regular updates to the Strategic planning group and regular updates to Inverclyde Council and GG&amp;C Health Board. Our vision is that,</p> <p>'Inverclyde is a compassionate community, working together to ensure people live active, healthy and fulfilling lives.'</p> <p>Our 4 Key Priorities are:</p> <ul style="list-style-type: none"> <li>• Provide Early Help and Intervention</li> <li>• Improve Mental Health and Wellbeing</li> <li>• Support Inclusive, Safe and Independent Communities</li> <li>• Strengthen Support to Families and Carers.</li> </ul> <p>The IJB also directly engages with local people through our locality groups where we regularly report on the work of the IJB.</p>

	<b>Audit Scotland Best Value Theme</b>	<b>Response</b>
		<p>As part of the strategic plan setting process we consult with a range of key stakeholders such as the IJB, Inverclyde Council, GG&amp;C Health Board, The Strategic Planning Group, The Clinical and Care Governance Group, our commissioned providers and the people of Inverclyde as part of the overall development and consultation process.</p> <p>The IJB drives continuous improvement by through regular review of our progress towards our strategic objectives. The IJB monitors its performance against our outcome framework which is also reported to our IJB and Strategic Planning Group. The information is also presented in our Annual Performance Review which is also reported to our IJB, Strategic Planning Group, Inverclyde Council and GG&amp;C Health Board.</p> <p>The feedback we receive is considered and then acted upon in a number of ways. Examples of this can be seen in the recent development of the 3 year Strategic Plan where the IJB added an outcomes framework based on the feedback at our sessions with both the IJB and Strategic Planning Group. Also, as part of the new strategic plan we have received feedback on the need to prioritise areas such as wellbeing, reducing poverty, alcohol and drug related deaths and mental health. These are all areas that feature heavily in the new plan.</p>
2	<p><b><u>Theme 2 – Governance and Accountability</u></b></p> <p>Effective governance and accountability arrangements, with openness and transparency in decision-making, schemes of delegation and effective reporting of performance, are essential for taking informed decisions, effective scrutiny of performance and stewardship of resources.</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. The IJB have effective Governance and accountability arrangements in place in all our areas of decision-making, scrutiny and performance reporting.</p>

Audit Scotland Best Value Theme	Response
<p>In achieving Best Value, a local authority will be able to demonstrate the following:</p> <ul style="list-style-type: none"> <li><b>a) A clear understanding and the application of the principles of good governance and transparency of decision-making at strategic, partnership and operational levels.</b></li> <li><b>b) The existence of robust arrangements for scrutiny and performance reporting.</b></li> <li><b>c) The existence of strategic service delivery and financial plans that align the allocation of resources with desired outcomes for the short, medium and long terms.</b></li> </ul>	<p>There are current arrangements for monitoring the delivery of the Strategic Plan and all our relevant decision making 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>• Social Work &amp; Social Care Scrutiny Panel</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> <li>• Regular Meetings with Commissioned partner service Providers</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 partner organisations. Governance of our commissioned services are reported every cycle of the IJB and Social Work Scrutiny panel.</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> <p>We build finance and financial reporting into all the relevant work we do with the use of regular financial monitoring, `budget setting processes, medium term financial plans and the annual financial accounts. We also provide regular financial updates on all the major projects and relevant reporting documents we provide including the</p>



Audit Scotland Best Value Theme	Response
	<p>Annual Performance review, the Chief Social Work Officer`s annual report to name a few.</p> <p>Going forward we will develop a long-term financial plan.</p> <p><b>MH / ADRs and Homelessness Governance Group</b></p> <p>This aim of the Mental Health, Homelessness, Alcohol and Drug Recovery Services Clinical and Care Governance Group is to support the delivery of consistent high quality care and to provide assurance that appropriate clinical and care governance mechanisms are in place, which will be achieved by ensuring a review progress for all reportable incidents and identify issues of compliance with all existing safety reporting systems for the HSCP. This will be a multi system approach to data reporting and analysis encompassing Local Authority, NHS, Hosted Services and the third sector as necessary. The group, furthermore, defines effective care by means of reports of exception and escalation to discuss issues of concern and identify where pressures are and agree next steps. The group reports quarterly to the Inverclyde Clinical and Care Governance Group the issues they wish to be considered by means of an exception report.</p> <p><b>MH/ADRs/Homelessness Incident Review Group</b></p> <p>The group is responsible for commissioning incidents that require either local investigation or significant adverse event review and for reviewing completed reports and ensuring action plans are implemented and reported on. The groups meets every two weeks.</p> <p>The group remit is to;</p> <ul style="list-style-type: none"> <li>• Review, quality assure and agree action plans in partnership with local areas for all incidents, investigations, Sears</li> <li>• Provide a governance forum to discuss and review clinical practice, service improvement and consistency of service delivery according to themes emerging from review reports.</li> </ul>

	Audit Scotland Best Value Theme	Response
		<ul style="list-style-type: none"> <li>• Ensure learning from local investigation and SAERs are disseminated board wide.</li> <li>• Consider themes arising from incidents reports, to inform learning outcomes and service improvements across appropriate services and highlight these to IHSCP Care Governance Group for action</li> </ul>
3	<p><b><u>Theme 3 – Effective Use of Resources</u></b></p> <p>Making the best use of public resources is at the heart of delivering Best Value. With clear plans and strategies in place, and with sound governance and strong leadership, a local authority will be well placed to ensure that all of its resources are deployed to achieve its strategic priorities, meet the needs of its communities and deliver continuous improvement.</p> <p>In achieving Best Value, a local authority will be able to demonstrate the following:</p> <ul style="list-style-type: none"> <li><b>a) It makes best use of its financial and other resources in all of its activities.</b></li> <li><b>b) Decisions on allocating resources are based on an integrated and strategic approach, are risk-aware and evidence-based, and contribute to the achievement of its strategic priorities.</b></li> <li><b>c) It has robust procedures and controls in place to ensure that resources are used appropriately and effectively, and are not misused.</b></li> </ul>	<p>In delivering financial best value, the requirement to deliver our services within the budgeted allocation is at the heart of the work we do in the IJB. To ensure this happens we provide regular budget monitoring to the IJB and Social Care Scrutiny panel. We also provide financial updates via our partners in Inverclyde Council and GG&amp;C Health Board. We also provide regular budget monitoring updates at our Strategic planning Group and Staff Partnership Groups. Internally we provide regular financial updates at our Senior Management team meetings and provide regular budget updates to our service managers.</p> <p>To ensure best use of our financial resources we carry out detailed budget plans yearly and have these approved by our IJB and partner organisations. We also produce medium term financial strategies which are also approved by our IJB and partner organisations. 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>All financial decisions that the IJB take link into our strategic priorities and are assessed on their level of risk. All major financial decisions require a relevant IJB paper which also need to assess its risk, be evidence based and contribute to our overall strategic priorities. Current live examples include the review of the Homelessness provision and the Children’s services redesign. This was carefully</p>

	Audit Scotland Best Value Theme	Response
	<p><b>d) It works with its partners to maximise the use of their respective resources to achieve shared priorities and outcomes.</b></p>	<p>planned taking into account all deliverables including link to strategic priorities, financial affordability, risk and contribution to the betterment of Inverclyde citizens.</p> <p>Robust procedures and controls are in place to ensure resources are used appropriately and effectively. These include all decision making is approved by the IJB, financial regulations are updated and set out the governance framework of allocating resources including spending limits and relevant sign off procedures. All major investment decisions require review and regular reporting to all major groups including the IJB and partner organisations.</p> <p>The IJB works with its partners to maximise the use of resources by having regular participation in all major investment decisions and regular reporting. Partners direct funding to the IJB and the IJB provides services to the citizens of Inverclyde. These services are required to meet the objectives of our partners organisations and represent our main outcomes linked to our Strategic Plan.</p>
4	<p><b><u>Theme 4 – Partnerships and Collaborative Working</u></b></p> <p>The public service landscape in Scotland requires local authorities to work in partnership with a wide range of national, regional and local agencies and interests across the public, third and private sectors.</p> <p>A local authority should be able to demonstrate how it, in partnership with all relevant stakeholders, provides effective leadership to meet local needs and deliver desired outcomes. It should demonstrate commitment to and understanding of the benefits gained by effective collaborative working and how this facilitates the achievement of strategic objectives.</p>	<p>IJB meets these criteria as we have strong working relationships with all our partners. This can be evidenced via our strategic Planning Group whereby we have representation on this group from key partners such as our 3<sup>rd</sup> sector via Your Voice, our local Social Housing providers, our caring community, our voluntary sector via CVS Inverclyde and our staff side representatives.</p> <p>In publishing our new strategic commissioning plan in 2024, it was dubbed our ‘Strategic Partnership Plan – People and Partnerships, making a difference’. This was to demonstrate the depth of partnership working with the HSCP and it’s local partners.</p> <p>We also demonstrate this via our IJB board where we again have a wide range of representation across our key partners. Our IJB has</p>

Audit Scotland Best Value Theme	Response
<p>Within joint working arrangements, Best Value cannot be measured solely on the performance of a single organisation in isolation from its partners. A local authority will be able to demonstrate how its partnership arrangements lead to the achievement of Best Value.</p> <p>In achieving Best Value, a local authority will be able to demonstrate the following:</p> <ul style="list-style-type: none"> <li><b>a) Members and senior managers have established and developed a culture that encourages collaborative working and service provision that will contribute to better and customer-focused outcomes.</b></li> <li><b>b) Effective governance arrangements for Community Planning Partnerships and other partnerships and collaborative arrangements are in place, including structures with clear lines of responsibility and accountability, clear roles and responsibilities, and agreement around targets and milestones.</b></li> </ul>	<p>representations from internal officers, Staff side members, a Carers representative, our Social Landlord Providers, Local Councillors and Non-Executive members of NHS Greater Glasgow and Clyde. All Major decisions and reporting in the IJB need to go through these groups. These groups meet on a regular basis.</p> <p>The Market Facilitation and Commissioning Plan represents the communication we have had with service providers, service users, carers and other stakeholders about the future shape of our health and social care market. This ensures that we are responsive to the changing needs of Inverclyde service users. To deliver our commitment we need to ensure the people who use our services can choose from a number of care and support providers and have a variety of creative support options available to them.</p> <p>Commissioners and providers work together, to improve quality, increase choice and deliver a more responsive and efficient commissioning process which involves our third sector partners. The market facilitation and commissioning plan provides a platform for providers and commissioners to strengthen their relationship and continue to work together to improve outcomes for Inverclyde's service users.</p> <p>We have a market facilitation group comprising HSCP, Council (procurement and legal services), NHS Greater Glasgow &amp; Clyde (procurement) and CVS representatives which enables us to agree our commissioning work plan aims and priorities Furthermore, there is broad recognition that services that are designed and delivered in partnership with service users result in improved outcomes and user satisfaction. Services delivered in a coproduction model. We aspire for all health and care services in Inverclyde to take such an approach wherever possible.</p>

Audit Scotland Best Value Theme	Response
	<p>As such, we seek evaluation and feedback on our market facilitation arrangements and commission third sector partners (CVS and Your Voice) and the independent sector (Scottish Care) to undertake this on our behalf. They speak to service users, carers and providers to measure the impact of services and outcomes for service users and their carers.</p> <p>This evaluation feedback is used by our user intelligence group (UIG) to inform the service specification for future commissioned services that support our strategic priorities around early intervention, addressing inequalities and maximising independence. This includes finance representation to ensure best value.</p> <p>Governance meetings are planned, scheduled, and arranged by the HSCP Strategic Commissioning Team and chaired by the commissioners responsible for specific HSCP service areas. The purpose of these meetings is to facilitate dialogue between the Provider and HSCP, centred on:</p> <ul style="list-style-type: none"> <li>• Quality performance;</li> <li>• Financial viability;</li> <li>• Development opportunities;</li> <li>• Issues raised by either providers or commissioners</li> </ul> <p>A significant element of the meetings is to consider the delivery and quality of externally contracted services in meeting outcomes as set out in contracts and service specifications. It allows focused review of performance, quality and compliance as identified by the Strategic Commissioning Team in an open and transparent way by both providers and commissioners.</p>

	Audit Scotland Best Value Theme	Response
		Information provided by the Strategic Commissioning Team includes Care Inspectorate grading's, Contract Monitoring status as well as issues or concerns received by the provider organisation.
5	<p><b><u>Theme 5 – Working with Communities</u></b></p> <p>Local authorities, both individually and with their community planning partners, have a responsibility to ensure that people and communities are able to be fully involved in the decisions that affect their everyday lives. Community bodies – as defined in the Community Empowerment Act 2015 (section 4(9)) – must be at the heart of decision-making processes that agree strategic priorities and direction.</p> <p>In achieving Best Value, a local authority will be able to demonstrate the following:</p> <ul style="list-style-type: none"> <li><b>a) Early and meaningful engagement and effective collaboration with communities to identify and understand local needs, and in decisions that affect the planning and delivery of services.</b></li> <li><b>b) A commitment to reducing inequalities and empowering communities to effect change and deliver better local outcomes.</b></li> <li><b>c) That engagement with communities has influenced strategic planning processes, the setting of priorities and the development of locality plans.</b></li> </ul>	<p>Inverclyde HSCP Locality Groups are established in accordance with the Public Bodies (Joint Working) (Scotland) Act 2014, Section 29(3) (a) of the Act requires each integration Authority to establish at least two localities within its area. In addition to this and in compliance with the Community Empowerment Act 2015 (section 4 (9)) Inverclyde HSCP has developed an East and a West locality planning group. We will continue to build on our Locality Planning groups to support the understanding, planning and delivery of our HSCP services around communities within these localities. We are fully committed to working in partnership with our partners, third and voluntary sectors and will continue to work across our Localities in ensuring our HSCP continues to play a vital role in the vision for Inverclyde alongside our people.</p> <p>In addition to our Localities, we have longstanding community advisory networks in Inverclyde to complement our Localities, the advisory network, delivered on behalf of the HSCP by Your Voice Inverclyde, feeds into our Localities and Strategic Planning Group (SPG). We encourage our networks to ask questions and discuss topics that focus on local issues and priorities. Our SPG is chaired by our chief officer and has a wide-ranging membership from our senior management team within the partnership to service user and care representatives, and third / voluntary sector.</p> <p>We continue to implement timelines for all our engagement processes for example, our Strategic Plan, this includes engagement with our community groups and consultation on the draft plan and allows us to understand the strategic and 'community' need in Inverclyde, the feedback from our engagement and consultations processes help set our local priorities.</p>

	<b>Audit Scotland Best Value Theme</b>	<b>Response</b>
		<p>As required, we also work closely with our colleagues across Greater Glasgow and Clyde on engagement matters. Throughout 2024, we supported GGC engagement officers as they consulted on the new Board Wide Mental Health Strategy. Working closely with these officers, we have engaged in a number of venues across Inverclyde ensuring a robust level of consultation and engagement.</p>
6	<p><b><u>Theme 6 – Sustainable Development</u></b></p> <p>Sustainable development is commonly defined as securing a balance of social, economic and environmental wellbeing in the impact of activities and decisions, and seeking to meet the needs of the present without compromising the ability of future generations to meet their own needs.</p> <p>Sustainable development is a fundamental part of Best Value. It should be reflected in a local authority’s vision and strategic priorities, highlighted in all plans at corporate and service level, and a guiding principle for all of its activities. Every aspect of activity in a local authority, from planning to delivery and review, should contribute to achieving sustainable development.</p> <p>In achieving Best Value, a local authority will be able to demonstrate the following:</p> <ul style="list-style-type: none"> <li><b>a) Sustainable development is reflected in its vision and strategic priorities.</b></li> <li><b>b) Sustainable development considerations are embedded in its governance arrangements.</b></li> <li><b>c) Resources are planned and used in a way that contributes to sustainable development.</b></li> </ul>	<p>Inverclyde HSCP is passionate about investing in the health and wellbeing of the communities of Inverclyde. Given the financial challenges facing HSCPs and other public services, it is essential that that we deliver and implement services and supports that are sustainable over the long-term.</p> <p>Ultimately, the priority for the HSCP is to secure the long-term health and wellbeing of the local population, this entails ensuring local services are fit for purpose, efficient and able to meet the needs of the local population now and in the future.</p> <p>Since 2019, sustainable development has been evident in the HSCPs Vision and the Strategic Plan.</p> <p>The vision underlines the importance of trackline the high levels of local inequality in ensuring there are sustainable approaches to supporting people to achieve healthy, active, and fulfilling lives</p> <p>To ensure the long-term wellbeing of the people of Inverclyde, solutions and services should be developed in collaboration with local people and the partner organisations in the third and independent sector. Working together ensures we are identifying the needs of local people and communities and responding appropriately.</p> <p>The actions reflect the ambitions of the HSCP to strengthen our local communities, making them more resilient to poor health and adverse events.</p>

Audit Scotland Best Value Theme	Response
<p data-bbox="331 268 1093 336"><b>d) Sustainable development is effectively promoted through partnership working</b></p>	<p data-bbox="1115 229 1912 296">The Governance Structure of the HSCP supports sustainable Development.</p> <p data-bbox="1115 300 1989 432">Our Integration Joint Board has a broad representation from across the HSCP landscape, including local elected members, NHS board members, Health and Social Care Professionals and third and Independent sector representation.</p> <p data-bbox="1115 435 1995 536">It is the Boards responsibility to effectively lead the HSCP ensuring that all decisions made ultimately has the long term sustainability of the HSCP and its services as a key priority.</p> <p data-bbox="1115 539 1995 604">What is more, any paper or proposal that is submitted to IJB for consideration must be accompanied by an established cover paper.</p> <p data-bbox="1115 608 1917 673">This paper asks for information on overall impact of proposals including impact on sustainability.</p> <p data-bbox="1115 703 2024 975">Like the IJB, the HSCPs Strategic Planning Group also contains representation from across the health and social care landscape. The role of the SPG is develop the HSCP Strategic Plan, ensuring it is appropriate to meet the local health and care needs of Inverclyde. In undertaking this role, the SPG will use their extensive knowledge of the local community in defining the strategic direction of the HSCP, and providing advice and guidance to the IJB on relevant policy proposals.</p> <p data-bbox="1115 1010 1995 1179">Further, representatives from the HSCP sit on many Local Authority and Partner Committees and Steering Groups, for example the steering group for the local Housing Strategy. Through this representation, we can ensure the priorities of the HSCP are communicated effectively and considered in all local plans.</p> <p data-bbox="1115 1214 2029 1378">The HSCP is in the process of reviewing our locality planning approaches, having now identified two distinct locality areas in Inverclyde East and West. Both varying socio-economic profiles and as such require individual considerations on how best to deliver health and care services in each area. As we progress and strengthen or</p>



Audit Scotland Best Value Theme	Response
	<p>locality approach, we will learn more about the needs and aspirations of local communities, which should lead to local service improvement and better sustainability around local health and care services. Our locality groups invite a wide range of representation from across Inverclyde, including HSCP Staff, Third and Independent Sector Partners and service user and community representatives.</p> <p>The partnership has a commitment to effective resource planning. Despite challenges in the financial envelope received by Government, the HSCP has effective resource planning structures in place, informed by the overall strategic plan and driven by the local Medium Term Financial Statement (MTFS). The use of the MTFS allows the HSCP to effectively plan services within budget, and prompting service improvements as required in order to achieve this.</p> <p>In addition, the HSCP Market Facilitation Plan is used to ensure the longer-term sustainability of the local health and care market. We are committed to ensuring Inverclyde service users are well cared for and that people who need help can stay safe and can exercise choice and control over their support. To deliver on this commitment we work together in partnership with providers, service users and their family/carers to increase choice, improve quality and strength and sustainability in locally commissioned Health and Social Care services.</p> <p>As highlighted above, Partnership Working is embedded in our governance structures. The HSCP has a strong track record of collaborating with local partners in the statutory, third and independent sectors as we share the common goal of improving the lives of people in Inverclyde.</p> <p>As an HSCP, we acknowledge that many of the factors that can impact on a person's health and wellbeing are out-with our immediate control. To this effect, we understand the importance of working with local partners to support in areas we can not.</p>

Audit Scotland Best Value Theme	Response
	<p>For example, it is widely recognised that quality housing can play a key factor in a person's health outcomes. For this purpose, we work closely with local housing services to work towards ensuring all local people, regardless of circumstances have access to quality homes that support their wellbeing and inclusion in the wider community.</p> <p>In addition, the HSCP is also committed to ensuring the sustainability of the wider environment, with a commitment to efficiencies and energy reduction.</p> <p><b>Environment and Climate</b></p> <p>As an integrated body, the HSCP follows, and is informed, by the policies and plans of its parent bodies (Inverclyde Council and NHS GG&amp;C).</p> <p>In 2018, Inverclyde Council published its Climate Change Plan, identifying how it would help reduce local carbon emissions. It implemented a number of actions to help reduce the carbon output across all Council Services and Buildings. This looked at energy reduction in buildings, reducing the number of business miles used by staff and reviewing other priority areas across Inverclyde.</p> <p>Since COVID, there has been a greater proportion of HSCP working from home under 'Hybrid' working patterns. In addition, there has also been a rise in the number of remote or on-line meetings. This has a positive impact by reducing the business miles travelled by staff and reducing the energy consumption in HSCP/Council Buildings.</p> <p>In addition, while printing options are available to all staff, a greater focus is on paper free offices, with more staff storing and accessing files digitally for use.</p> <p>In addition, the new Inverclyde Alliance Plan 2023-33, sets out a healthy environment as one of its key themes for delivery. It places a priority on looking after Inverclyde's Natural Capital and mitigating the impacts of climate change.</p>

	Audit Scotland Best Value Theme	Response
		As a partner within the LOIP, the HSCP also considers this a priority and understands the impact a clean environment has on the health and wellbeing of local people.
7	<p><b><u>Theme 7 – Fairness and Equality</u></b></p> <p>Tackling poverty, reducing inequality and promoting fairness, respect and dignity for all citizens should be key priorities for local authorities and all of their partners, including local communities.</p> <p>In achieving Best Value, a local authority will be able to demonstrate the following:</p> <ul style="list-style-type: none"> <li><b>a) That equality and equity considerations lie at the heart of strategic planning and service delivery.</b></li> <li><b>b) A commitment to tackling discrimination, advancing equality of opportunity and promoting good relations both within its own organisation and the wider community.</b></li> <li><b>c) That equality, diversity and human rights are embedded in its vision and strategic direction and throughout all of its work, including its collaborative and integrated community planning and other partnership arrangements.</b></li> <li><b>d) A culture that encourages equal opportunities and is working towards the elimination of discrimination.</b></li> </ul>	<p>An Improvement Action plan was developed for our Equalities work, and this was approved at the IJB meeting in March 2024. Good progress has been made in delivering the improvement plan, and establishing key relationships within services, with partners and across other HSCPs. Some of the key achievements to date include;</p> <ul style="list-style-type: none"> <li>• Establishment of both the HSCP Strategic Equalities Group and the HSCP Equalities Champions Network.</li> <li>• A training and awareness programme developed for staff, senior managers, SPG and IJB Board members to ensure everyone understands their role in mainstreaming equalities across all our health and social care services. Forty-eight people completed Equalities training in September 2023 and a further twelve people completed Equality Impact Assessment (EQIA) reviewer training in December 2023.</li> <li>• A retrospective audit of all IJB reports since April 2021 was undertaken to ensure Equality Impact Assessments (EQIAs) were completed for all new policies/ functions / strategies or substantive changes to policies /functions /strategies. Meetings and close working with individual services took place to support this process. Outstanding EQIAs have been published on our website.</li> <li>• Review of Equality Impact Assessment (EQIA) process is underway, including development of our template and guidance documents.</li> <li>• Equality Impact Assessment (EQIA) master tracker is now in place to ensure consistency and monitoring across all HSCP</li> </ul>

Audit Scotland Best Value Theme	Response
	<p>services, which allows for central oversight of the EQIA process.</p> <ul style="list-style-type: none"> <li>• A Communications and Engagement plan is in place for community engagement taking place, alongside our strategic plan engagement.</li> <li>• Professional relationships established with all other HSCP Equalities Leads, NHS Board Equalities team, Council Corporate Equalities Group and third sector colleagues.</li> <li>• Improved communications regarding Equality, Diversity and Inclusion for our service users and for our HSCP workforce.</li> </ul> <p>As part of our strategic planning process for informing our HSCP Equalities Mainstream report and developing our new HSCP Equality outcomes, engagement with the public, partners and workforce has taken place. This has been done in conjunction with the engagement work taken place for our HSCP Strategic Plan. The engagement works therefore focused on both informing the Equalities work and the HSCP Strategic Plan. Equality and inclusion should underpin the delivery of our Strategic Plan and the engagement work was an excellent opportunity to ensure this happens going forward. A communications group was set up to carry out this engagement work and will continue to meet throughout the process of consultation also. Further development sessions have taken place with our Heads of Service and Service Managers to discuss strategic priorities and our Equalities action plan and workplan. At these sessions we will discuss how we will measure our strategic priorities and our new Equality outcomes. There are 4 new Equality outcomes which cover 2024-2028. Our HSCP Equalities Mainstream report and our newly developed Equality outcomes was agreed by our IJB in March 2024.</p> <p>To help identify and mitigate the impact of any new service or budget proposals on those with protected characteristics, the HSCP uses a robust Equality Impact Assessment template. These assessments</p>

	<b>Audit Scotland Best Value Theme</b>	<b>Response</b>
		<p>consider available evidence and proposed impact. Where any negative aspects are identified, these are clearly stated and any possible mitigation actions are also included.</p> <p>These assessments are scrutinised by IJB members in undertaking their decision making duty.</p> <p>Also included in the Equality Impact Assessment Template is a section on the Fairer Scotland Duty, which ensures that in the process of proposing service or budget changes, lead officer give full consideration to the local socio-economic impact of the each proposal.</p> <p>Through this approach, leaders are fully aware of the potential impact of new proposals and make more informed decisions.</p>

## Appendix B

### Questionnaire

Question/Prompt	Responses			
	Agree response	Disagree	Not sure/No strong opinion	Proposed change or Comments
1. Do you agree with our response on Theme 1 Vision and Leadership in line with Audit Scotland suggested criteria?	6/6			
2. Do you agree with our response on Theme 2 Governance and Accountability in line with Audit Scotland suggested criteria?	6/6			Suggestion to add in the clinical and care Governance Committee to the document. Also add in SAER's. Both have been reflected in the document.
3. Do you agree with our response on Theme 3 Effective use of resources in line with Audit Scotland suggested criteria?	6/6			
4. Do you agree with our response on Theme 4 Partnerships and collaborative working in line with Audit Scotland suggested criteria?	6/6			
5. Do you agree with our response on Theme 5 Working with Communities in line with Audit Scotland suggested criteria?	6/6			
6. Do you agree with our response on Theme 6 Sustainable Development in line with Audit Scotland suggested criteria?	6/6			
7. Do you agree with our response on Theme 7 Fairness and Equality in line with Audit Scotland suggested criteria?	6/6			