



Dumfries and Galloway
Integration Joint Board
Audit and Risk Committee

10th June 2021

This Report relates to
Item 6 on the Agenda

Best Value - IJB

Paper presented by Katy Kerr

For Noting

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List of Background Papers:	https://www.gov.scot/publications/best-value-revised-statutory-guidance-2020 https://www.audit-scotland.gov.uk/our-work/best-value
Appendices:	Appendix 1 – Best Value Statement

1. Introduction

- 1.1 This paper provides the IJB Audit and Risk Committee with an update on Best Value (BV).

2. Recommendations

- 2.1 **The IJB Audit and Risk Committee is asked to:**
- **Note the update provided on Best Value.**

3. Background and Main Report

3.1 Background

- 3.2 The IJB Audit and Risk Committee at its meeting on 11th March 2021 requested an update on Best Value and its application for Integration Joint Boards (IJBs).

3.3 Main Report

- 3.4 IJBs 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.

- 3.5 The Chief Officer and Chief Finance Officer met with the External Auditors during April 2021 to discuss the approach for 2020/21, with the IJB seeking Best Value assurance from both the Local Authority and the NHS in a relatively light touch. It is anticipated that new guidance on Best Value will be issued in 2022 through the Accounts Commission.

- 3.6 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 1** through the annual accounts process. This approach has been developed through assessment of best practice in other HSCP's and uses Audit Scotland Best Value prompts.

- 3.7 Best Value is about ensuring that there is good governance and effective management of resources, with a focus on improvement, to deliver the best possible outcomes for the public.

- 3.8 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. Consideration of how Best Value can be embedded in the development and implementation of the Strategic Commissioning Plan is ongoing.

- 3.9 In addition, Audit Scotland has a number of Best Value toolkits which we are reviewing as a Partnership alongside our Sustainability and Modernisation Programme.

- 3.10 The Accounts Commission is committed to developing an approach to auditing Best

Value in Health and Social Care IJBs that is proportionate, risk-based, and which will provide public assurance on the extent to which IJBs are meeting their statutory BV duty.

3.11 The new BV audit arrangements will be developed in time to be introduced as part of the next round of Accounts Commission/Auditor General for Scotland external audit appointments to IJBs which will begin in 2022/23 and run through to 2026/27. Detailed below is an extract from the Accounts Commission Strategy and Workplan setting out the scope and remit of the planned review.

3.12 The Commission's approach to auditing BV in IJBs will be based on the following principles:

- Founded on integrated wider-scope annual audit work
- Proportionate and risk-based
- Targeted at topics where wider scope BV audit work will add greatest value
- Informed by IJB self-evaluation activity
- Developed in consultation with scrutiny partners, and informed by their scrutiny work
- Focused on driving improvement
- Flexible and able to adapt to changing circumstances

3.13 The Commission will be working closely with the Care Inspectorate and Healthcare Improvement Scotland when developing its new audit approach given the important role that their existing joint strategic inspections of adult care services and services for older people already play in supporting accountability and improvement in IJBs, and because this work already considers several important BV themes (eg. vision and leadership, governance and accountability, use of resources, partnership and collaboration, and performance).

3.14 The Commission will also be working closely with IJBs when designing its new audit approach to ensure that it aligns effectively with the wide range of self-evaluation activity undertaken by IJBs and is targeted and focused on those areas where audit can make the greatest difference in supporting improvement. Given the significant uncertainties in the IJB operating environment, the Commission will be developing a flexible audit model which is able to reflect the likely longer-term impact of the Covid-19 pandemic on IJBs and any significant issues arising from the ongoing Independent Review of Adult Social Care in Scotland.

4. Conclusions

4.1 This report summarises the approach being taken to Best Value in Dumfries and Galloway IJB for 2020/21 and confirms that future changes to the guidance to IJB's on Best Value is anticipated in 2022.

5. Resource Implications

5.1. There are no resource implications identified.

6. Impact on Integration Joint Board Outcomes, Priorities and Policy

6.1. The content of this Report links to National Health and Wellbeing Outcome 9 – Resources are used effectively and efficiently in the provision of health and social care services.

7. Legal and Risk Implications

7.1. There are no legal or risk implications identified.

8. Consultation

8.1. The Chair of the IJB Audit and Risk Committee and the Chief Officer are provided with updates on a regular basis.

9. Equality and Human Rights Impact Assessment

9.1. As this report does not propose a change in policy/strategy/plan/project, it is not necessary to complete an impact assessment.

10. Glossary

10.1 All acronyms must be set out in full the first time they appear in a paper with the acronym following in brackets.

BV	Best Value
HSCP	Health and Social Care Partnership
IJB	Integration Joint Board
LRP	Local Resilience Planning
SAM	Sustainability and Modernisation Programme
SMT	Senior Management Team
SPG	Strategic Planning Group

IJB Best Value Statement

	Audit Scotland Prompt	IJB Response
1	Who do you consider to be accountable for securing Best Value in the IJB?	<p>The IJB does not directly commission or contract work, instead it is responsible for directing its partners (the Council and Health Board) to commission on the IJB's behalf within the principles of Best Value.</p> <p>This does not remove the accountability within partner organisations for their own responsibilities under Best Value legislation.</p> <p>Commissioning from third sector providers is evaluated in line with Best Value principles during procurement by both the Council and Health Board.</p>
2	How do you receive assurance that the services supporting the delivery of the strategic plan are securing Best Value?	<p>There are current arrangements for monitoring performance and progress against delivery of strategic objectives in line with the Best Value guidance. This is achieved through various forums:</p> <ul style="list-style-type: none"> • Integration Joint Board Meetings • Health and Social Care Governance and Performance • Sustainability and Modernisation Programme • Performance and Finance Committee • Audit and Risk Committee • Clinical & Care Governance Committee • Strategic Planning Group • Senior Management Team (HSCP) • Corporate Management Teams of the Health Board and Council <p>Performance reporting is a regular agenda item for the Management Teams and Committees although this has looked different during 2020/21 when governance arrangements were suspended and focussed around the Pandemic response.</p> <p>The IJB also places reliance on the controls and procedures of our partner organisations in terms of Best Value delivery.</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>

	Audit Scotland Prompt	IJB Response
3	Do you consider there to be sufficient buy-in to the IJB's longer term vision from partner officers and members?	<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 throughout the last financial year in order to deliver the IJBs longer term vision.</p> <p>The IJB also works closely with Community Planning Partners and through the Strategic and Tactical LRP's.</p>
4	How is value for money demonstrated in the decisions made by the IJB?	<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 decisions and proposals, many of which are supported by additional IJB development/ workshop sessions. In addition, IJB directions to the Health Board and Council require them to deliver our services in line with Best Value principles.</p>
5	Do you consider there to be a culture of continuous improvement?	<p>Yes – IJB, SPG and SMT development sessions over the past financial year 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>The IJB is committed to a culture of continuous improvement by commissioning a Programme of Sustainability and Modernisation (SAM) that is designed to support the delivery of Best Value across delegated services, ensuring they operate within available budget while maintaining quality and accessibility. In its first year, the SAM Programme has established an ambitious 3 year workplan for service modernisation, with early deliverables including the introduction of a Flow Navigation Centre, development of a Shared Care Pathway for Ophthalmic patients and the creation of a Single Point of Access, all aimed at improving how people access service and ensuring they get to the right person, at the right time, first time to reduce waste. At the same time, the SAM Programme has worked closely with the Finance Team to develop a consistent approach for the development of savings plans across all Directorates, with a key focus on Prescribing Improvement, Workforce Efficiencies and application of the Principles of Realistic Medicine, ensuring resources are used to best effect in improving outcomes for those who use local services.</p>

	Audit Scotland Prompt	IJB Response
6	<p>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>	<p>A number of reviews have been undertaken in the last six months, including a review of Care and Support at Home. This review reflected the current pressures and challenges on the local services and incorporated clear recommendations from those involved as to how these can be addressed over the next 18 months, while laying a foundation for a longer-term strategy.</p> <p>At the same time, and recognising the wide range of projects underway in Dumfries and Galloway to embed technology in the delivery of care, a single, whole system action plan was produced to integrate and co-ordinate all efforts in the delivery of Assistive and Inclusive Technologies. Both of these reviews complement and will support the delivery of the IJB's extant strategy for Housing with Care and Support and, in doing so, offer an opportunity to more effectively manage the social care and support resources across Dumfries and Galloway in order to support people achieve their stated goals and outcomes.</p> <p>In addition to this, the Health and Social Care Senior Management Team agreed a model for Home Team delivery in June 2020 and work continues on its delivery. This will see local teams working seamlessly to support people to live healthy, active and meaningful lives at home, engaging with them proactively as their health and or social needs change to offer early intervention to prevent significant deterioration and associated loss of independence; or to help regain any independence that is lost. The development of Home Teams and the alignment of Care and Support at Home, Assistive and Inclusive Technology and Housing with Care and Support with them, will see the complete modernisation of our Community Model, with the aim of better co-ordinating our available resources and improving outcomes for local people.</p>
7	<p>Have identified improvement actions been prioritised in terms of those likely to have the greatest impact?</p>	<p>Improvement actions identified through a number of sources including Directorates, services, individual staff members, Partners and proactive horizon scanning are presented to the Health and Social Care Governance Group for consideration and prioritisation. This process was instrumental in the development of the first set of 'Tactical Priorities' in August 2020.</p>
8	<p>What steps are taken to ensure that quality of care and service provided is not compromised as a result of costs saving measures?</p>	<p>All service change progressed through the Sustainability and Modernisation Programme is subject to a full assessment before it proceeds. This assessment includes a Quality of Care Impact Assessment, Equality and Diversity Impact Assessment and Financial Impact Assessment, along with a Risk Assessment for the new model of care and an analysis of Stakeholder Impact to inform the required engagement, involvement and consultation plan.</p>

	Audit Scotland Prompt	IJB Response
9	Is performance information reported to the IJB of sufficient detail to enable value for money to be assessed?	Going forward through the new Strategic Commissioning Plan, we are considering how financial, workforce and performance reporting can be more closely aligned. This ambition is set out clearly through the development of the plan.
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.</p> <p>At least one IJB development session per year is primarily focussed on financial planning for the coming year.</p>