



# Item No. 12

Meeting Date Wednesday 13<sup>th</sup> June 2018

## Glasgow City Integration Joint Board Finance and Audit Committee

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### HSCP PERFORMANCE MANAGEMENT ARRANGEMENTS

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| <b>Purpose of Report:</b>     | To present a summary of the current Performance Management arrangements within the HSCP.   |
| <b>Background/Engagement:</b> | At their meeting on the 4 April, the IJB Finance and Audit Committee requested that a summary be provided of the performance management arrangements in place within the HSCP. |
| <b>Recommendations:</b>       | The IJB Finance and Audit Committee is asked to:<br><br>a) note the summary of the current HSCP performance management arrangements.   |

#### Relevance to Integration Joint Board Strategic Plan:

The report contributes to the ongoing requirement for the Integration Joint Board to provide scrutiny over HSCP operational performance, as outlined on page 47 of the Strategic Plan.

#### Implications for Health and Social Care Partnership:

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| <b>Reference to National Health &amp; Wellbeing Outcome:</b> | HSCP performance activity is mapped against the 9 national health and wellbeing outcomes, ensuring that performance management activity within the Partnership is outcomes focussed. |
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| <b>Personnel:</b>  | None  |
| <b>Carers:</b>   | None  |
| <b>Provider Organisations:</b>                           | None  |
| <b>Equalities:</b>                                       | No EQIA has been carried out as this report does not represent a new policy, plan, service or strategy.   |
| <b>Financial:</b>  | None  |
| <b>Legal:</b>  | The Integration Joint Board is required by statute to produce an Annual Performance Report within four months of the end of each financial year and to have routine performance management arrangements in place. |
| <b>Economic Impact:</b>                                  | None  |
| <b>Sustainability:</b>                                   | None  |
| <b>Sustainable Procurement and Article 19:</b>           | None  |
| <b>Risk Implications:</b>                                | None  |
| <b>Implications for Glasgow City Council:</b>            | None.   |
| <b>Implications for NHS Greater Glasgow &amp; Clyde:</b> | None  |

## 1. Purpose

- 1.1 The purpose of this paper is to present a summary of the performance management arrangements in place within the HSCP.

## 2. Performance Management Arrangements

- 2.1 In accordance with statutory guidance, routine performance management arrangements are in place within the Partnership, with performance subject to regular scrutiny by HSCP management teams and IJB Committees.
- 2.2 A detailed Corporate Performance report is produced on a quarterly basis which includes a wide variety of Key Performance Indicators, from across HSCP health and social work services. Within these reports, performance is presented at both citywide and locality levels and a RAG rating is used to classify performance. Strategic leads are asked to highlight actions they are taking to improve performance and the anticipated timescales for improvement, for all indicators where performance is below target.
- 2.3 Once feedback has been received, this Performance report is then shared with and scrutinised by HSCP Senior Management; Core Leadership Groups; and Locality Management Teams. It is also presented to the Integration Joint Board's Finance and Audit Sub-Committee, which has decided to focus on specific services at each meeting, with relevant strategic leads invited to attend and discuss the performance of their respective areas.
- 2.4 An overview of performance is also maintained by the Integration Joint Board, which receives a shorter quarterly performance which contains a smaller set of more strategic performance indicators. This is more of an exception report and only provides full details for those indicators where performance is below target.
- 2.5 In addition to these quarterly performance reports, a requirement of the Public Bodies (Joint Working) (Scotland) Act 2014 is that integrated partnerships produce an Annual Performance report outlining progress towards delivery of the National Health and Wellbeing Indicators. This Annual Performance Report is required to be published within 4 months of the end of each reporting year. The first report for 2016/17 is available [here](#) and the equivalent for 2017/18 will be presented to the Integration Joint Board in June 2018.
- 2.5 These performance management arrangements were reviewed by internal audit in 2017 and they found that '*key controls were in place and generally operating effectively*'. Three areas for improvement of medium risk were identified and these have been responded to. The full audit report which was presented to the Finance and Audit Committee in September 2017 can be accessed [here](#).
- 2.6 These reports are one component of the internal scrutiny arrangements which have been put in place within the Partnership. Other processes have been established to oversee and scrutinise financial and budgetary performance, clinical and care governance, and the data quality improvement regime.

### **3. Performance Indicators**

- 3.1 The current Finance and Audit Committee report contains approximately 100 Key Performance Indicators. For all indicators, the report describes their purpose; the National Integration Outcome they most closely impact upon; and how they have been defined. In terms of the latter, the report contains a mix of the following:
- Local Health and Social Work Indicators (chosen locally by the Partnership)
  - National Integration Indicators (specified nationally by the Scottish Government to provide a basis against which Health and Social Care Partnerships can measure their progress in relation to the National Health and Wellbeing outcomes).
  - NHS Local Development Plan Standards/Indicators (specified nationally by the Scottish Government and measured as part of NHS Board accountability processes)
- 3.2 Local indicators have been chosen by each of the Core Leadership Groups and are kept under continual review. At the start of each financial year, Leadership Groups are asked to review their Key Performance Indicators and ensure that they remain relevant and reflect their key strategic objectives and priorities. They are also asked to consider the targets in place in respect to these KPIs and ensure that there is a balance between them being realistic and at the same time, challenging.

### **4. Corporate Processes**

- 4.1 System wide performance reports are produced regularly for Health Board meetings. While they may contain some HSCP specific information, the focus is upon performance at an overall Health Board level.
- 4.2 Within the Council, reports are produced annually for the Operational Performance Delivery and Scrutiny Committee, which focus upon the work being progressed within the Partnership to deliver the Healthier City theme of the Council Strategic Plan, and service performance.

### **5. Recommendations**

- 5.1 The IJB Finance and Audit Committee is asked to:
- a) note the summary of the current performance management arrangements within the HSCP.