



# Item No: 14

Meeting Date: Wednesday 30<sup>th</sup> October 2019

## Glasgow City Integration Joint Board Finance, Audit and Scrutiny Committee

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### HEALTH AND SOCIAL CARE INTEGRATION 2018 – AUDIT SCOTLAND ACTION PLAN

<b>Purpose of Report:</b>	The purpose of this report is to provide an update on the Action Plan developed to meet the key recommendations of the Audit Scotland report 'Health and social care integration, Update on Progress'.
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<b>Background/Engagement:</b>	<p>The Audit Scotland report is the second of three national performance audits of health and social care integration following the introduction of the Public Bodies (Joint Working) (Scotland) Act, 2014. The audit explored the impact public bodies are having as they integrate health and social care services. The full report and accompanying supplements are available at <a href="http://www.audit-scotland.gov.uk/report/health-and-social-care-integration-update-on-progress">http://www.audit-scotland.gov.uk/report/health-and-social-care-integration-update-on-progress</a></p> <p>Following a report at the <a href="#">Finance and Audit Committee</a> on 5 December 2018 to present key findings and recommendations of the Audit Scotland report a draft Action Plan was approved by the IJB in <a href="#">February 2019</a>. At the Board in February Members asked to receive an update in October 2019.</p>
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<b>Recommendations:</b>	<p>The IJB Finance, Audit and Scrutiny Committee is asked to:</p> <ul style="list-style-type: none"><li>a) note the contents of this report and the updated Action Plan; and</li><li>b) agree that this is the last scheduled update on the Audit Scotland Action Plan, with further updates available on request.</li></ul>
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### Relevance to Integration Joint Board Strategic Plan:

The Health and social care integration 2018 audit report and its recommendations are relevant to the IJB's strategic vision for health and social care services in Glasgow City as outlined in the Strategic Plan, and in particular through designing and delivering services around the needs of individuals, carers and communities and by showing transparency, equity and fairness in the allocation of resources.

### Implications for Health and Social Care Partnership:

<b>Reference to National Health &amp; Wellbeing Outcome:</b>	The audit report and its recommendations directly relate to what Integration Authorities are attempting to achieve through integration and ultimately through the pursuit of quality improvement across health and social care. Therefore all nine National Health and Wellbeing Outcomes are encompassed.
<b>Personnel:</b>	Audit Scotland makes a recommendation in relation to workforce planning. The most recent workforce plan was presented at the IJB in <a href="#">March 2019</a>
<b>Carers:</b>	Audit Scotland makes a recommendation to continue to improve how local communities are involved in planning and implementing services that will have a positive impact on engagement with and services delivered for patients, service users, carers and communities.
<b>Provider Organisations:</b>	None
<b>Equalities:</b>	No EQIA carried out as this report does not represent a new or revised plan, policy, service or strategy.
<b>Fairer Scotland Compliance:</b>	Audit Scotland makes recommendations in respect of integrated financial management to provide better outcomes for people requiring support and more integrated financial planning at both a national and local level. Greater flexibility in planning and investing in community-based care will help the HSCP to address the impact of poverty and inequality.
<b>Financial:</b>	Audit Scotland makes recommendations in respect of integrated financial management to provide better outcomes for people requiring support.
<b>Legal:</b>	Audit Scotland makes a recommendation that relates to local responsibility and accountability arrangements where there is disagreement over interpretation of the Public Bodies (Joint Working) (Scotland) Act 2014.

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<b>Economic Impact:</b>	None
<b>Sustainability:</b>	Audit Scotland makes a recommendation in relation to strategic planning that refers to the requirement to set out how Integration Authorities intend to progress to sustainable, preventative and community-based services.
<b>Sustainable Procurement and Article 19:</b>	None
<b>Risk Implications:</b>	None
<b>Implications for Glasgow City Council:</b>	Audit Scotland makes a number of recommendations that are relevant to the Council and NHS in the delivery of health and social care services.
<b>Implications for NHS Greater Glasgow &amp; Clyde:</b>	Audit Scotland makes a number of recommendations that are relevant to the Council and NHS in the delivery of health and social care services.

**1. Purpose**

- 1.1 The purpose of this report is to present a draft Action Plan to meet the key recommendations of the Audit Scotland report 'Health and social care integration, Update on Progress'.

**2. Background**

- 2.1 The Audit Scotland report is the second of three national performance audits of health and social care integration following the introduction of the Public Bodies (Joint Working) (Scotland) Act, 2014. The audit explored the impact public bodies are having as they integrate health and social care services. The full report and accompanying supplements are available at <http://www.audit-scotland.gov.uk/report/health-and-social-care-integration-update-on-progress>.
- 2.2 Following a report to the Finance and Audit Committee on [5 December 2018](#) to present key findings and recommendations of the Audit Scotland report a draft Action Plan was approved by the IJB in [February 2019](#). At the Board in February Members asked to receive an update in October 2019.
- 2.3 In February 2019, the Ministerial Strategic Group for Health and Community Care published the results of a national "[review of progress towards integration](#)", committed to by the then Cabinet Secretary for Health and Sport. A significant amount of work has been undertaken within Glasgow City with partners to develop a tripartite Action Plan to meet the proposals made in the MSG report.

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**3. Action Plan Update**

- 3.1 The Action Plan agreed by the IJB in February is appended to this report for reference. In total there were nine recommendations directed to Integration Authorities in partnership with NHS Boards and councils or to Integration Authorities in partnership with the Scottish Government, NHS Boards and councils.
- 3.2 Where an update has been provided in the appended Action Plan a short summary of the progress has been added to the table below for reference.

	<b>Action</b>	<b>Update</b>
1	Ensure operational plans, including workforce, IT and organisational change plans across the system, are clearly aligned to the strategic priorities of the IA	<p>Updated Workforce Plan was presented to the IJB in March 2019</p> <p>GCC Digital Strategy reporting to the IJB in Jan 2020</p> <p>Carefirst upgrade being progressed</p> <p>Governance structures for management of digital strategies being developed</p>
2	Monitor and report on Best Value in line with the requirements of the Public Bodies (Joint Working) (Scotland) Act 2014	Draft 2018/19 Annual Audit Report presented to Finance, Audit and Scrutiny Committee in September 2019
3	View their finances as a collective resource for health and social care to provide the best possible outcomes for people who need support;	<p>Medium term financial outlook approved by the IJB</p> <p>Relevant actions included in MSG Action Plan</p>
4	Continue to improve the way that local communities are involved in planning and implementing any changes to how health and care services are accessed and delivered.	<p>Review of Participation &amp; Engagement initiated</p> <p>Update to planned and completed engagement activity</p>

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5	Support integrated financial management by developing a longer-term and more integrated approach to financial planning at both a national and local level. All partners should have greater flexibility in planning and investing over the medium to longer term to achieve the aim of delivering more community-based care	Medium term financial outlook approved by the IJB  Relevant actions included in MSG Action Plan
6	Agree local responsibility and accountability arrangements where there is disagreement over interpretation of the Public Bodies (Joint Working) (Scotland) Act 2014 and its underpinning principles	None required
7	Share learning from successful integration approaches across Scotland	None required
8	Address data and information sharing issues, recognising that in some cases national solutions may be needed	Revised Information Sharing agreement with NHS colleagues for approval
9	Review and improve the data and intelligence needed to inform integration and to demonstrate improved outcomes in the future. They should also ensure mechanisms are in place to collect and report on this data publicly.	None required

- 3.3 For actions 3 and 5 above proposals made by the MSG report are closely linked and therefore activity to progress those proposals will complement/supersede the activity referred to in the Action Plan.
- 3.4 There were other recommendations made within the Audit Scotland report that also find parallels with the activity planned to progress the MSG proposals. These include; reference to resolving the difficulties with “set aside” budgets; leadership capacity and collaborative leadership; supporting elected members and NHS Board members to understand their roles as IJB members; and benchmarking performance. Whilst these recommendations were predominantly directed at the Scottish Government to be progressed, they feature within the MSG Tripartite Action Plan for Glasgow City as areas to be progressed by partners locally.
- 3.5 Within the Action Plan a number of actions are; now complete or ongoing (and not subject to any identified deadline); are being monitored as part of the activity related to the MSG proposals; or are being retained on the rolling action list for monitoring by this Committee (e.g. information sharing protocol). It is therefore suggested that this is the last scheduled update on the Audit Scotland Action Plan presented to this Committee. Updates on the Action Plan or any of the items within it will be provided to the Committee on request by officers.

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### 4. Recommendations

4.1 The IJB Finance, Audit and Scrutiny Committee is asked to:

- a) note the contents of this report and the updated Action Plan; and
- b) agree that this is the last scheduled update on the Audit Scotland Action Plan, with further updates available on request.

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## Appendix 1: Audit Scotland Action Plan (Updated October 2019)

Recommendation	Directed to	Lead	Update (Current activity)	Planned action	Timescale
<p>1-Ensure operational plans, including workforce, IT and organisational change plans across the system, are clearly aligned to the strategic priorities of the IA</p>	<p>IAs in partnership with NHS Boards and councils</p>	<p>- Christina Heuston (workforce planning)  -Fiona Lockhart (IT plans)</p>	<p>The workforce plan presented at the <a href="#">December IJB</a> was updated to ensure that it aligns with the Strategic Plan, includes emerging detail on known workforce changes and covers available detail on the third and voluntary sector workforce. An updated Workforce Plan was presented to the IJB in <a href="#">March 2019</a>.</p> <p>Projects to effect transformational change with the HSCP are monitored by the Integration Transformation Board. All projects submitted to the ITB for approval require to satisfy the Board that the project fits within the strategic policy landscape, such as Council, Health Board and Scottish Government policy, as well as the wider Integration Joint Board Transformation Programme. ITB projects are required to report back to the full IJB on request and must report the extent to which the project reflects the Strategic Vision of the IJB and meets the requirements of the National Health and Wellbeing indicators.</p> <p>The Digital Glasgow Strategy sets out our priorities and commitments to developing Glasgow's digital economy and transforming our public services through the use of digital technology. <a href="https://www.glasgow.gov.uk/index.aspx?articleid=17711">https://www.glasgow.gov.uk/index.aspx?articleid=17711</a></p> <p>NHSGGC have a digital strategy that sets out how digital technology will help transform our services to provide a truly integrated and modern health and social care service <a href="https://www.nhsggc.org.uk/about-us/digital-as-usual/digital-strategy-outlook-2018-2022/#">https://www.nhsggc.org.uk/about-us/digital-as-usual/digital-strategy-outlook-2018-2022/#</a></p>	<p>Complete</p> <p>Continue to report change plans, including organisational change activity, to the ITB and IJB as required</p> <p>Alignment with the Glasgow City, NHSGG&amp;C and Glasgow City Council's Digital Strategies will be managed via the HSCP ICT and Digital Governance structures and relevant GCC and NHSGG&amp;C structures.</p>	<p>N/A</p> <p>Ongoing</p> <p>Regular dialogue ongoing.</p>

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			<p>GCC Digital Strategy is due for completion in 2019 and reports to the IJB in January 2020</p> <p>A business case is being developed for the Carefirst management information system upgrade</p> <p>Governance structures for management of digital strategies for adults and children's services have been put in place</p>		<p>January 2020</p> <p>November 2019</p>
<p>2-Monitor and report on Best Value in line with the requirements of the Public Bodies (Joint Working) (Scotland) Act 2014</p>	<p>IAs in partnership with NHS Boards and councils</p>	<p>Duncan Goldie</p>	<p>Best value is about good governance and effective management of resources, with a focus on improvement, to deliver the best possible outcomes for the public.</p> <p>Delivery of Best Value is assessed and reported upon on an ongoing basis through a number of internal and external accountability mechanisms.</p> <p>Internal mechanisms include reporting to and scrutiny by the Integration Joint Board and its Finance, Audit and Scrutiny and Public Engagement Sub-Committees.</p> <p>Externally, Best Value is assessed and reported upon through the annual audits undertaken for all Council and NHS bodies including IJBs; as well as other inspection, assessment and review processes.</p> <p>The 2017/18 Annual Audit Report for Glasgow IJB can be accessed <a href="#">here</a>. This reported upon how the IJB was demonstrating that it was meeting its Best Value duties in areas such as financial position, financial management and governance arrangements (See page 20). The draft 2018/19 Annual Audit Report for Glasgow IJB was presented to Finance, Audit and Scrutiny Committee in <a href="#">September 2019</a>.</p>	<p>Delivery of Best Value will continue to be monitored and reported upon internally and externally in line with the requirements of the Public Bodies (Joint Working) (Scotland) Act 2014</p>	<p>Ongoing</p>

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			Full Best Value Assurance reports are also required by the Accounts Commission on a periodic basis which appointed auditors undertake. Audit Scotland recently produced an <a href="#">Assurance report</a> for Glasgow City Council in August 2018, which the HSCP supported and contributed to.		
3-View their finances as a collective resource for health and social care to provide the best possible outcomes for people who need support	IAs in partnership with NHS Boards and councils	-Margaret Hogg -Sharon Wearing	<p>A medium term financial outlook has been developed to support integrated financial management and planning within the IJB. The medium term financial outlook was approved by the IJB in <a href="#">March 2019</a>, is aligned to the timeframe covered by the IJB's Strategic Plan and will support delivery of the Strategic Plan.</p> <p>Empowering IJBs to use the totality of resources at their disposal to better meet the needs of their local populations is amongst the areas covered by proposals made by the MSG report into progress with integration. A tripartite action plan to progress the MSG proposals has been approved by GCIJB, GCC and NHS GG&amp;C and reports will be provided to the IJB on progress as required.</p>	Complete	N/A
4-Continue to improve the way that local communities are involved in planning and implementing any changes to how health and care services are accessed and delivered	IAs in partnership with NHS Boards and councils	-Allison Eccles -Jason Mokrovich	<ul style="list-style-type: none"> <li>IJB/HSCP has a Participation and Engagement Strategy, which sets out the principles and approach that the HSCP takes to engage with individuals, groups and communities in how it plans and develops services</li> <li>IJB/HSCP has initiated a review of participation and engagement structures across the city. Within the scope of this review includes; Participation and Engagement Strategy; locality engagement arrangements; Strategic Planning Groups; Public Engagement Committee; Communications Strategy.</li> <li>IJB/HSCP has a Public Engagement Committee that enables Glasgow's citizens and local third and independent sector organisations to have a direct route</li> </ul>	<ul style="list-style-type: none"> <li>continue to hold regular IJB Public Engagement Committee meetings, with a number of them held in localities with local presentations/engagement featured on agendas</li> <li>Report on the review of participation and engagement</li> <li>Continue to hold regular Locality Engagement Forum (LEF)/Network</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> <li>June 2020</li> <li>Ongoing</li> </ul>

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			<p>of engagement and role in the policy development process for integrated health and social care services</p> <ul style="list-style-type: none"> <li>• a policy around travel and expenses for IJB stakeholder representatives has been developed and implemented to support them in their role</li> <li>• each of the HSCP's localities (North East, North West and South) have developed a Locality Plan to show how the IJB's Strategic Plan is being implemented locally, and the localities plan to respond to local health and social care priorities and needs. They are reviewed annually</li> <li>• each of the HSCP's localities have an active Locality Engagement Forum (LEF)/Network. They involve service users, patients and carers and link with established local forums, groups and networks to shape health and social care services and ensure they reflect the local priorities and needs of communities. LEFs/Networks meet on a regular basis</li> <li>• IJB/HSCP has developed and implemented Consultation Good Practice Guidelines to improve the consistency and quality of consultation and engagement activity that it undertakes, particularly to make consultation and engagement opportunities more inclusive and accessible. The guidelines include a range of information on, for example, planning; accessibility and equalities considerations; methods; communication; and publication, dissemination and feedback. Briefing sessions on the guidelines were held with relevant HSCP staff supporting consultation and engagement activity, and they are available on the HSCP's website</li> <li>• webpages have been developed on the HSCP's website to outline how patients, service users, carers and other stakeholders can get involved in the planning and development of health and social care services, including dedicated webpages for the LEFs/Networks and periodic</li> </ul>	<p>meetings and locality/citywide consultation/engagement events as required, with dates and papers published on the HSCP's website. Outstanding planned activity for 2019/20 includes:</p> <ul style="list-style-type: none"> <li>○ North West LEF and wider community engagement event – Disability and Doing It for Ourselves (By April 2020</li> <li>○ NW LEF Meeting – Carers Services</li> <li>○ NW LEF Meeting – Update on Mental Health Plan and Young People Access to Mental Health Services</li> <li>○ NW LEF and wider community engagement event – Primary Care</li> </ul> <p>• continue to develop webpages on the HSCP's website for consultation and engagement</p>	<ul style="list-style-type: none"> <li>• Apr 2020</li> <li>• Locality Plan 2019-22 event - 15 Oct 2019</li> <li>• Ongoing</li> </ul>
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			<p>consultation and engagement opportunities. Dates and papers for the LEFs/Networks are available on the website. Consultation and engagement opportunities are also featured in the HSCP's regular public newsletter</p> <ul style="list-style-type: none"><li>• an engagement and communications strategy and plan for the draft Strategic Plan 2019-22 was developed and implemented to inform the development of the Strategic Plan 2019-22, which has included a range of consultation/engagement and communications activity, for example: on-line survey; consultation events (Strategic Planning Forum, Children's Services, Adult Services, Older People's Services, Primary Care and Housing); and print, electronic, web and social media communications channels. An on-line survey for each of the events was also developed and implemented to get feedback on them to highlight areas of good practice and where improvements can be made</li><li>• Feedback from consultation and engagement on the draft Strategic Plan 2019 – 22, including the on-line survey, consultation events and consultation events feedback, was analysed and reported to the <a href="#">March IJB</a> as part of the report on the Strategic Plan 2019-22 and to the <a href="#">May 2019</a> Public Engagement Committee.</li><li>• a community engagement strategy for the Older People's Transformational Change Programme has been developed, to raise awareness about the programme; explain why it is necessary and the vision for Older People's services in Glasgow; provide opportunities for stakeholders to contribute to the planning, design and delivery of the programme; and ensure compliance with the IJB's consultation guidelines</li><li>• IJB/HSCP has continued to make available consultation and engagement opportunities for a range of stakeholders. More recent examples include:<ul style="list-style-type: none"><li>○ IJB draft Strategic Plan 2019-22 (as above)</li></ul></li></ul>	<p>opportunities as required, and raise awareness of opportunities through HSCP and other (parent and partner organisations) communications and engagement channels (for example, LEFs/Networks, HSCP newsletter, email and social media)</p>	
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|  |  |  | <ul style="list-style-type: none"><li>○ Review of Overnight Care Support Engagement, each for providers and service users/carers (Sept 2018)</li><li>○ Carers Strategy consultation (Jan-March 2019)</li><li>○ Review of Sexual Health Services (Sept 2019)</li><li>○ Closing the Gap Mental Health Network Engagement Events for Service Users and Carers – in Partnership with all HSCPs in NHSGGC area (Oct 2018)</li><li>○ Community Diabetes Specialist Nurse – Patient Engagement Questionnaire – test questionnaire completed by end of Jan 2019</li><li>○ North West LEF and Wider Community event – focus Older People – new Neighbourhood Teams, Anticipatory Care Planning, Being Safe at Home, Hospital Discharge and Community Support Services, Isolation and Frailty (January 2019)</li><li>○ South Locality programme of outreach sessions on a range of HSCP issues with various stakeholder groups including EKTA Sikh Older People’s Forum, PlatForum Mental Health Service User Forum, SE Glasgow Integration Network, SW Glasgow Voices Voluntary Sector Network and Pollokshaws Area Network</li><li>○ Public Event – Five Year Strategy for Mental Health Services (Feb 2018)</li><li>○ Public Event – Transformational Change Programmes (June 2018)</li><li>○ Information sessions (3) on the ‘Know Who To Turn To’ campaign with community organisations and groups</li><li>○ Supporting the involvement of carers in the co-production of a service improvement plan for Balmore Specialist Dementia Unit (national pilot)</li><li>○ Supporting the involvement of local people and communities in the new Gorbals Health and Care Centre via formal representation on the Board and other sub groups, regular engagement with</li></ul> |  |  |
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			<p>community councils, resident and other stakeholder groups</p> <ul style="list-style-type: none"><li>○ Production of information guide for service users on the (now completed) 2019 Framework Agreement tender process</li><li>○ Six pop-up events held in North East health centres along with events held in Eastbank and Templeton promoting HSCP services outwith a hospital setting (July 2019)</li><li>○ North East Locality Engagement Forum meetings (<a href="#">Various 2019</a>)</li><li>○ North East Locality Engagement Forum Older People Event (May 2019)</li><li>○ North East Locality Engagement HUB Learning Session (Jan 2019)</li><li>○ North East Locality Engagement Forum Members Training session (Oct 2018)</li><li>○ Information session on Social Fund at DWP offices Shettleston (August 2018)</li><li>○ East Addictions Forum consultation on Strategic and Local plan (August 2018)</li><li>○ Four public meetings and engagement on proposals for the location site of North East Hub (September 2018)</li><li>○ North East Hub Design Group (Nov 2018)</li><li>○ Equalities Engagement event Quarries Govan (Dec 2018)</li><li>○ North East Locality Engagement Forum Mental Health Strategy session (Dec 2018)</li><li>○ North East LEF Meetings – monthly (January-June 2019)</li><li>○ based on review of their 2018 engagement activity, North East LEF decided to develop closer links to local housing associations. Articles submitted on health and social care services through housing news letters (Jan - July 2019)</li><li>○ North East Hub public consultation meeting at Reidvale Centre (Jan 2019)</li></ul>		
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|  |  |  | <ul style="list-style-type: none"><li>○ Within North East, continue to support and develop community reps from different groups involving them in the Primary Care GPs Contract, Moving Forward Together, Primary Care Plans and Out of Hours Emergency Services</li><li>○ South Locality engagement activity for opening of New Gorbals Health and Care Centre in Jan 2019 – public meetings, newsletters, social media and local press articles, public tours of the new centre and on-going engagement with elected members, community councils and community stakeholders</li><li>○ South Locality Plan engagement event (Feb 2019)</li><li>○ programme of South Locality outreach sessions on various HSCP services, agreed in partnership with community stakeholders – four sessions (March – Sept 2019)</li><li>○ South Locality to host public event on Older People Transformational Change Programme (May 2019)</li><li>○ South Locality will support the participation of carers in the formal Scottish Government evaluation of Specialist Dementia Unit Pilot (March-May 2019)</li><li>○ comprehensive stakeholder engagement plan in preparation for NE Hub</li><li>○ North West LEF and wider community event – North West Locality Plan engagement (Feb 2019)</li><li>○ Citywide and wider community event – Recovery Communities and Mental Health Service Users – engagement sessions (Feb-March 2019)</li><li>○ North West (NW) LEF Meeting – Addiction (Young and Older People) (April 2019)</li><li>○ Woodside Health and Care Centre – engagement re’ opening of new centre – regular newsletters, community group briefings and open events (April-July/August 2019)</li></ul> |  |  |
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			<ul style="list-style-type: none"> <li>○ Citywide Service User/Carers and Providers engagement session – Update on Review of Overnight Care Support (April-May 2019)</li> <li>○ NW LEF Meeting – Children and Families and Young People with Disabilities – Transition into Adult Services (Sept 2019)</li> <li>○ NW LEF meeting – Sexual Health Services (Oct 2019)</li> <li>○</li> <li>● HSCP working jointing with Who Cares Scotland secured funding for three years from Life Changes Trust in November 2017 to develop and implement a young people’s champions board for care experienced young people (People Achieving Change) to share their views on care experience and to implement changes as a result of their views. PAC Board is held once a month and consists of young people from a variety of care experienced backgrounds. PAC participation groups are held three times per month which feed into the PAC Board. There are also 1-2-1s with care experienced young people who feel they are not developmentally ready to participate within the PAC Group/Board</li> </ul>		
5-Support integrated financial management by developing a longer-term and more integrated approach to financial planning at both a national and local level. All partners should have greater	IAs in partnership with the Scottish Government, NHS Boards and councils	-Margaret Hogg -Sharon Wearing	<p>A medium term financial outlook has been developed to support integrated financial management and planning within the IJB. The medium term financial outlook was approved by the IJB in <a href="#">March 2019</a>, is aligned to the timeframe covered by the IJB’s Strategic Plan and will support delivery of the Strategic Plan.</p> <p>Integrated finances and financial planning are amongst the areas covered by proposals made by the MSG report into progress with integration. A tripartite action plan to progress the MSG proposals has been approved by GCIJB, GCC and NHS GG&amp;C and reports will be provided to the IJB on progress as required.</p>	Complete	N/A
				Progress Action Plan and report to IJB as required	Ongoing

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<p>flexibility in planning and investing over the medium to longer term to achieve the aim of delivering more community-based care</p>					
<p>6-Agree local responsibility and accountability arrangements where there is disagreement over interpretation of the Public Bodies (Joint Working) (Scotland) Act 2014 and its underpinning principles. Scenarios or examples of how the Act should be implemented should be used which are specific to local concerns. There is sufficient scope within existing legislation to allow this to happen</p>	<p>IAs in partnership with the Scottish Government, NHS Boards and councils</p>	<p>David Williams</p>	<p>The <a href="#">Integration Scheme</a> between GCC and NHSGG&amp;C contains, at section 16, a Dispute Resolution Mechanism to support resolution of any relevant disagreements.</p> <p>Where no resolution can be achieved following implementation of the Dispute Resolution Mechanism the Chief Executives of GCC and NHSGG&amp;C are required to jointly notify Scottish Ministers that agreement cannot be reached and resolve to be bound by the determination of the Ministers.</p>	<p>Continue to use the prescribed process for dispute resolution where required</p>	<p>Ongoing</p>



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<p>7-Share learning from successful integration approaches across Scotland</p>	<p>IAs in partnership with the Scottish Government, NHS Boards and councils</p>	<p>-Susanne Millar -Suzanne Ferguson</p>	<p>In December 2018, the Chief Officers Group launched Health and Social Care Scotland (HSCS). HSCS is a national collaboration for those who lead change within Health and Social Care Partnerships and will provide opportunity to network, work collectively and share learning. The inaugural conference brought together 200 delegates from across health and social care in Scotland and was a celebration of integrated partnership working to date. A website and twitter page has been launched and a quarterly newsletter will be published. <a href="https://hscscotland.scot/">https://hscscotland.scot/</a> Twitter @HSCScotland</p>	<p>Conference to be held on an annual basis.</p>	<p>Ongoing</p>
<p>8-Address data and information sharing issues, recognising that in some cases national solutions may be needed</p>	<p>IAs in partnership with the Scottish Government, NHS Boards and councils</p>	<p>Fiona Lockhart</p>	<p>Revised Information Sharing agreement with NHS colleagues to be finalised.</p> <p>A project to develop a Portal to allow health and social care staff to share data securely is being progressed. The portal has been implemented for 850 Adults Services (Council) staff to get access to health information</p>	<p>Information Sharing Agreement Q4 2019</p> <p>Portal project implementation will continue through the remainder of 2019/20 Project to get health service staff access to Carefirst information to proceed is being developed in collaboration with the Council's IT provider</p>	<p>Q4 2019</p> <p>2019/20</p>
<p>9-Review and improve the data and intelligence needed to inform integration and to demonstrate improved outcomes in the future. They</p>	<p>IAs in partnership with the Scottish Government, NHS Boards and councils</p>	<p>Duncan Goldie</p>	<p>Routine performance management arrangements are in place within the Partnership, with quarterly operational performance reports produced for scrutiny by HSCP management teams, the Integration Joint Board and its Finance and Audit sub-committee.</p> <p>Annual Performance Reports are also produced in line with the requirements of the <a href="#">Public Bodies (Joint Working) (Scotland) Act 2014</a>. These reflect upon</p>	<p>Performance arrangements will continue to be implemented and existing data and intelligence sets kept under ongoing review by services across the Partnership.</p>	<p>Ongoing</p>

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<p>should also ensure mechanisms are in place to collect and report on this data publicly</p>			<p>performance against agreed local and national performance indicators and in delivering the commitments set out within the Integration Joint Board's (IJB) Strategic Plan.</p> <p>In addition, the health improvement team, in partnership with the wider public health intelligence community, also undertakes periodic population surveys, analyses and tailored needs assessments, in order to compare population health and well-being trends and inform future planning.</p> <p>There are, therefore, a range of mechanisms in place to scrutinise performance within the Partnership, which enables areas for improvement to be identified and actions taken forward and monitored on an ongoing basis</p>		
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