



Item No. 19

Meeting Date: Wednesday 6th September 2017

Glasgow City Integration Joint Board Finance and Audit Committee

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**FINAL UPDATE AUDIT ACTION PLANS:
SOCIAL WORK IN SCOTLAND – AUDIT SCOTLAND (SEPTEMBER 2016) and
NHS IN SCOTLAND 2016 – AUDIT SCOTLAND (OCTOBER 2016)**

Purpose of Report:	To provide a final update on the actions taken to meet the recommendations from the Audit Scotland reports Social Work in Scotland published in September 2016 and NHS in Scotland 2016 published in October 2016.
Recommendations:	The IJB Finance and Audit Committee is asked to: a) note the final update on progress made to address the two sets of audit recommendations.

Relevance to Integration Joint Board Strategic Plan:

The implementation of recommendations contained within both reports takes forward the vision of the Glasgow City Integration Joint Board (IJB) as outlined on page 3 of 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:

Reference to National Health & Wellbeing Outcome:	The recommendations contained in both reports directly relate to what health and social care partners are attempting to achieve through integration and ultimately through the pursuit of quality improvement across health and social care.
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	Therefore all nine National Health and Wellbeing Outcomes are encompassed.
Personnel:	Audit Scotland makes a number of recommendations within both reports in respect of workforce planning. The first draft IJB Workforce Plan was considered by the IJB in June 2017.
Carers:	A number of recommendations relating to the improved design and delivery of services will have a positive impact on patients, service users, carers and communities.
Provider Organisations:	None
Equalities:	No EQIA carried out as this report does not represent a new or revised plan, policy, service or strategy.
Financial:	Audit Scotland makes a number of recommendations within both reports in respect of budgeting and financial planning.
Legal:	Audit Scotland makes a number of recommendations within both reports that relate to the statutory functions of the IJB.
Economic Impact:	None
Sustainability:	None
Sustainable Procurement and Article 19:	None
Risk Implications:	None
Implications for Glasgow City Council:	The Audit Scotland report 'Social Work in Scotland' contains a number of recommendations that apply to the Council.
Implications for NHS Greater Glasgow & Clyde:	The Audit Scotland report 'NHS in Scotland 2016' contains a number of recommendations that apply to the NHS.

1. Purpose of Report

- 1.1 To provide a final update on the actions taken to meet the recommendations from the Audit Scotland reports 'Social Work in Scotland' published in September 2016 and 'NHS in Scotland 2016' published in October 2016.

2. Background

2.1 The aim of the 'Social Work in Scotland' audit report, in which Glasgow City Council was one of six participating councils, was to examine how effectively councils are planning to address the financial and demographic pressures facing social work. The full report and accompanying supplements can be accessed on Audit Scotland's website at:

<http://www.audit-scotland.gov.uk/report/social-work-in-scotland>

2.2 The 'NHS in Scotland 2016' audit report is the Audit Scotland annual report on how the NHS in Scotland is performing. The overall aim of the audit was to answer the question '*How well is the NHS in Scotland performing and is it equipped to deal with the challenges ahead.*' The full report and accompanying supplements can be accessed at:

<http://www.audit-scotland.gov.uk/report/nhs-in-scotland-2016>

2.3 The **Social Work in Scotland** audit assessed the:

- scale of the financial and demand pressures facing social work;
- strategies councils are adopting to meet these challenges;
- effectiveness of governance arrangements, including how elected members lead and oversee social work services and
- impact of financial and demand pressures on people who use services and on carers, and how councils involve them in planning how services are provided.

2.4 The recommendations from the Social Work report were aimed at Councils and Integration Joint Boards, both singly and jointly, in respect of social work strategy and service planning; governance and scrutiny arrangements; the workforce and service efficiency and effectiveness.

2.5 The **NHS in Scotland** audit objectives were to assess:

- how well did the NHS manage its finances and performance in 2015/16;
- is the NHS in Scotland equipped to deal with the financial challenges in 2016/17 and beyond and
- is the NHS making good progress towards implementing public service reform.

2.6 The recommendations from the NHS report were aimed at the Scottish Government and the Scottish Government in partnership with NHS Boards and integration authorities, including implementation of the 2020 Vision and National Clinical Strategy, performance measures of success, introduction of 3-year rolling budgets for the NHS, governance and workforce planning, increased involvement of patients in decision-making and accessing services.

2.7 The recommendations from these two audits were outlined in two reports to this committee in [November 2016](#) and the Glasgow City Integration Joint Board (IJB) in [December 2016](#), with accompanying action plans.

3. Final Update on Audits' Action Plans

- 3.1 Appendices A and B respectively provide a final update on actions undertaken to address the recommendations from the 'Social Work in Scotland' and 'NHS in Scotland 2016' audit reports. The previous [November 2016](#) updates to this committee are also included. Where the recommendations were made to the Scottish Government, an update has been provided on Glasgow City Health and Social Care Partnership actions and engagement as appropriate.

4. Recommendations

- 4.1 The IJB Finance and Audit Committee is asked to:
- a) note the final update on progress made to address the two sets of audit recommendations.

Final Update Action Plan

Audit Scotland Report: Social Work in Scotland Final Update Action Plan: September 2017					
Recommendation To	Recommendation	Glasgow City Integration Joint Board Actions	Owner/s (for Integration Joint Board)	Previous GCHSCP Update September 2016	GCHSCP Final Update September 2017
1. Social Work Strategy and Service Planning					
Councils and Integration Joint Boards	1. Instigate a frank and wide-ranging debate with their communities about the long-term future for social work and social care in their area to meet statutory responsibilities, given the funding available and the future challenges.	The Participation and Engagement Strategy, presented to Integration Joint Board for approval 31 October 2016, and Locality Plans approved on 21 September 2016 have a strong focus on engagement at local community level. Action plans to be developed for implementation.	- Chief Officer: Operations - Chief Officer: Planning Strategy and Commissioning and Chief Social Work Officer	Action plans to be completed by end 2016, ongoing implementation subject to regular review.	Action plans were completed at end 2016; ongoing implementation subject to regular review and scrutiny by the Public Engagement Committee, with dates scheduled for meetings to be held in the three GCHSCP localities in 2017/18. Locality Engagement Forums have been established, with an update provided to the IJB Public Engagement Committee in March 2017. Draft Locality Plans for 2017-18 were presented to the IJB in April 2017 subject to further local engagement with Locality Engagement Forums.
	2. Work with the Scottish Government, their representative organisation (COSLA or the Scottish Local Government Partnership (SLGP)), Social Work Scotland and other stakeholders to review how to provide social work services for the future and future funding arrangements	Engage with Scottish Government, SLGP, Social Work Scotland and other stakeholders as required. Develop outline position and initial thinking from a Glasgow perspective to inform discussions.	- Chief Officer: Strategy, Planning and Commissioning and Chief Social Work Officer - Chief Officer: Finance and Resources	Ongoing, timescales subject to agreement with partners.	Routine engagement has been undertaken with Scottish Government by the Chief Officer; CO Strategy, Planning and Commissioning and CSWO; and Chief Officer Finance and Resources. Ongoing.
	3. Develop long-term strategies for the services funded by social work				

**Audit Scotland Report: Social Work in Scotland
Final Update Action Plan: September 2017**

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	<p>by:</p> <p>a) carrying out a detailed analysis of demographic change and the contribution preventative approaches can make to reduce demand for services</p> <p>b) developing long-term financial and workforce plans (paragraph 81) working with people who use services, carers and service providers to design and provide services around the needs of individuals</p> <p>c) working more closely with local communities to build their capacity so they can better support local people who may be at risk of needing to use services</p>	<p>a) Review data from multiple sources (incl. SIMD, Census, Centre for Population Health) re demographic change. Consideration given to commissioning research into effectiveness of preventative approaches.</p> <p>b) Financial planning is within the remit of the Integration Joint Board, which includes representation from service users, carers and service providers. The Integration Joint Board is required to produce a workforce plan within its first year of establishment; this work is in train. There is a need to ensure coherence with the Council workforce plan.</p> <p>c) The Participation and Engagement Strategy (presented to Integration Joint Board for approval 31 October 2016), and Locality Plans approved on 21 September have a strong focus on engagement at local community level. Action plans to</p>	<p>Recommendations 3a & 3d - Chief Officer: Strategy, Planning and Commissioning and Chief Social Work Officer - Chief officer: Finance and Resources</p> <p>Recommendations 3b & 3e - Chief Officer: Finance and Resources - Chief Officer: Strategy, Planning and Commissioning and Chief Social Work Officer</p> <p>Recommendation 3c - Chief Officer: Operations - Chief Officer: Strategy, Planning and Commissioning and Chief Social Work Officer</p>	<p>3a Data Compendium updated by end March 2017.</p> <p>3b Ongoing.</p> <p>3c Actions plans to be developed by end 2016.</p>	<p>3a Data Compendium updated end of March 2017; ongoing social care research programme linked to the Universities, with 33 applications in 2016 (19 approved) and 23 applications in 2017 (12 approved) as at July 2017. Universities advised in advance of topics of interest to the GCHSCP.</p> <p>3b Draft Workforce Plan considered by the IJB in June 2017, including Organisational Development Plan. Further report to IJB to follow.</p> <p>3c Action plans developed and approved by the IJB Public Engagement Committee in November 2016.</p>

**Audit Scotland Report: Social Work in Scotland
Final Update Action Plan: September 2017**

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	<p>d) considering examples of innovative practice from across Scotland and beyond and</p> <p>e) working with the NHS and Scottish Government to review how to better synchronise partners' budget-setting arrangements to support these strategies.</p>	<p>be developed for implementation.</p> <p>d) Research and review examples of innovative practice and identify any learning relevant to Glasgow.</p> <p>e) Engage with NHS and Scottish Government re budget setting arrangements and timescales.</p>		<p>3d Ongoing.</p> <p>3e Ongoing.</p>	<p>3d Example of innovation: IJB approved in October 2016 the development of a full business case for the implementation of a Safer Drug Consumption Facility/Heroin Assisted Treatment service, based on models used in a number of other countries across the world. Ongoing process.</p> <p>3e Ongoing engagement with the Council and NHS in respect of budget setting by Chief Officer and Chief Officer: Finance and Resources. Report on financial allocations and budgets (2017-18) for the IJB considered by the IJB in March 2017, with a verbal update in June 2017. Further discussions with SG and NHS.</p>
2. Governance and Scrutiny Arrangements					
Councils and Integration Joint Boards	4. Ensure that the governance and scrutiny of social work services are appropriate and comprehensive across the whole of social work services, and review these arrangements regularly as	Integrated arrangements are already in place for professional governance linked to Integration Joint Board and Partnership structures, with appropriate links back to Council and Health Board	- Chief Officer	Informal review of working arrangements is ongoing. Formal review by summer 2017.	Senior Management workstream for the review of the GCHSCP's management and leadership arrangements reported to the GCHSCP's SMT in June 2017.

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	<p>partnerships develop and services change.</p>	<p>as required. Council Internal Audit are currently conducting a review of governance arrangements. Review of governance and scrutiny arrangements expected following end of first year of integration.</p>			<p>Review of IJB Governance Arrangements reported to the IJB Finance and Audit Committee in June 2017. A reasonable level of assurance noted on control environment. 2 medium and 1 low level recommendations made; 2 of these are complete and 1 in relation to review of Information Sharing Protocol has a timescale of September 2017.</p> <p>Review of Financial Management reported to the IJB Finance and Audit Committee in June 2017. Reasonable level of assurance noted on control environment. 2 low level recommendations made.</p> <p>The implementation of the Internal Audit Plan for the IJB for 2017/18 approved by the IJB Finance and Audit Committee in June 2017, to include compliance with the Integration Scheme, risk management, integration of services, Strategic Plan, directions, financial planning and follow-up.</p>

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					The IJB's Annual Governance Statement 2016-17 was approved to be included in the IJB's Unaudited Annual Accounts 2016-17 by the IJB in June 2017. A reasonable level of assurance noted on the control environment for governance arrangements.
	<p>5. Improve accountability by having processes in place to:</p> <p>a) measure the outcomes of services, for example in criminal justice services, and their success rates in supporting individuals' efforts to desist from offending through their social inclusion</p> <p>b) monitor the efficiency and effectiveness of services</p> <p>c) allow elected members to assure themselves that the quality of social work services is being maintained and that councils are managing risks effectively</p> <p>d) measure people's satisfaction with those services and</p>	<p>Recommendations 5a, b, d and e</p> <p>Performance reporting and performance management framework has been developed and agreed by the Integration Joint Board.</p> <p>The Integration Joint Board has established ongoing scrutiny through its committee structure and its senior management structure, such as the Finance and Audit and Public Engagement Committees.</p> <p>The Integration Transformation Board is a senior management level structure charged with reshaping services, and ensuring best value.</p> <p>Clinical and professional governance arrangements are established within the Partnership</p>	<p>Recommendations 5a, b, d and e</p> <p>- Chief Officer: Operations</p> <p>- Chief Officer: Planning, Strategy and Commissioning and Chief Social Work Officer</p>	<p>Recommendations 5a, b, d and e</p> <p>Integration Joint Board Annual performance report to be published by end July 2017</p> <p>Ongoing scrutiny through established structures.</p>	<p>Recommendations 5a, b, d and e</p> <p>IJB Annual Performance report approved by the IJB in June 2017.</p> <p>Ongoing performance scrutiny through established GCHSCP operational structures and IJB Finance and Audit Committee.</p>

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	e) report the findings to elected members and the IJB.	<p>and the Council.</p> <p>Recommendation 5c Glasgow City Council has established an Integration Transition Board with responsibility to monitor the Council's delivery of social care services under direction of the Integration Joint Board.</p>	Recommendation 5c - Chair of Integration Transition Board		<p>Recommendation 5c Integration Transition Board established in Summer 2016 with ongoing monitoring. It held its last meeting on 1 March 2017. Following May 2017 Council Elections, City Convenor for Health and Social Care Integration confirmed. Council's revised governance and scrutiny arrangements remain to be finalised.</p> <p>Recommendation 5e Performance reported routinely to IJB, IJB Finance and Audit Committee and Council Operational Delivery and Scrutiny Committee.</p>
Councils	6. Demonstrate clear access for, and reporting to, the council by the Chief Social Work Officer, in line with guidance.	Role of Chief Social Work Officer is clearly articulated in guidance and understood by Elected Members of Glasgow City Council. Chief Social Work Officer annual report completed annually in line with statutory guidance.	- Chief Officer: Strategy, Planning and Commissioning and Chief Social Work Officer	Ongoing. Annual reports completed by September each year.	Ongoing. 2017 CSWO report to be submitted to the Council and Scottish Government by 30 September 2017. The report will also be reported to the IJB.
	7. Ensure the CSWO has sufficient time and authority to enable them to fulfil the role effectively.	Maintain status of Chief Social Work Officer as key member of Senior Management Team. Chief Social Work Officer is a statutory non-voting member of the Integration Joint Board.	- Chief Officer	Ongoing.	Ongoing. The CSWO remains a key member of the GCHSCP Executive and Senior Management Team, IJB and Council corporate structures.

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	8. Ensure that CSWO annual reports provide an annual summary of the performance of the social work service, highlighting achievements and weaker areas of service delivery, setting out the council's response and plans to improve weaker areas and that these are actively scrutinised by elected members.	Review Chief Social Work Officer Annual Report	- Chair of Integration Joint Board	Annual reports completed by September each year.	Annual reports routinely completed by September each year in line with Scottish Government guidance.
3. Workforce					
Councils	9. Work with their representative organisation (CoSLA or the SLGP), the Scottish Government and private and third sector employers to put in place a coordinated approach to resolve workforce issues in social care.	Engage with stakeholders to identify issues particular to the workforce in Glasgow, agree priorities and actions to address said issues.	- Chief Officer: Strategy, Planning and Commissioning and Chief Social Work Officer	Ongoing, initial progress report by Summer 2017.	Draft Workforce Plan considered by the IJB in June 2017, including Organisational Development Plan. Further report to IJB to follow. Report on Implementation of the Scottish Living Wage in Glasgow to support adult social care staff
	10. As part of their contract monitoring arrangements, ensure that providers who use zero hours contracts allow staff to accept or turn down work without being penalised.	Scrutinise Council application of Contract Management framework, with particular focus on monitoring application of fair working practices.	- Chief Officer: Strategy, Planning and Commissioning and Chief Social Work Officer - Chief Officer: Finance and Resources	Ongoing, initial progress report by Summer 2017.	Proof of Concept report considered and approved by the IJB in June 2017. Ongoing contract monitoring carried out as part of the Contract Management Framework.
4. Service Efficiency and Effectiveness					
Council and Integration Joint Boards	11. When planning an initiative, include evaluation criteria and extend or halt initiatives depending on the success of new approaches	Incorporate evaluation criteria and evidence-based commissioning into decision making processes.	- Chief Officer: Strategy, Planning and Commissioning / Chief Social Work Officer	By end 2016 and ongoing thereafter.	Ongoing. For example, evaluation processes built into the Unscheduled Care Strategic Commissioning

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	in improving outcomes and value for money.				Plan and Homelessness Services Transformational Change (Housing Options) (March 2017 IJB).
	12. Work with CoSLA/SLGP to review the eligibility framework to ensure that it is still fit for purpose in the light of recent policy and legislative changes.	Engage with review as required.	- Chief Officer: Strategy, Planning and Commissioning and Chief Social Work Officer	Timescale to be set by CoSLA/SLGP.	Current engagement ongoing in respect of Eligibility Criteria Framework for Carers as part of the implementation plan of the Carers (Scotland) Act within Glasgow City, which was reported to the June 2017 IJB.
Councils	13. Benchmark their services against those provided by other councils and providers within the UK and overseas to encourage innovation and improve services.	Engage with Local Government Benchmarking Network, Core Cities Network and others as required to benchmark services.	- Chief Officer: Strategy, Planning and Commissioning and Chief Social Work Officer - Chief Officer: Finance and Resources	Completed and ongoing.	Engagement completed and ongoing relationships established through officers engagement with Benchmarking Network and Core Cities Network.

Final Update Action Plan

Audit Scotland Report: NHS in Scotland 2016 Final Update Action Plan: September 2017					
Recommendation To	Recommendation	Glasgow City Integration Joint Board Actions	Owner/s (for Integration Joint Board)	Previous GCHSCP Update September 2016	GCHSCP Final Update September 2017
Scottish Government	<p>Provide a clear written plan for implementing the 2020 Vision and National Clinical Strategy, including:</p> <ul style="list-style-type: none"> - immediate and longer-term priorities, including a public health strategy to help NHS boards focus on preventing ill health and tackle health inequalities - support for new ways of working and learning at a national level - long-term funding plans for implementing the policies - a workforce plan outlining the workforce required, and how it will be developed and - ongoing discussion with the public about the way services will be provided in the future to manage expectations. 	Engage with Scottish Government as required, e.g., via responding to information requests or consultations.	Chief Officer	TBC by Scottish Government.	<p>Ongoing. Examples from GCHSCP:</p> <ul style="list-style-type: none"> • input to Health and Sport Committee Inquiry into Healthcare in Prisons (GCHSCP also attending Committee to give evidence) • GCHSCP leading review of Out of Hours Services across NHSGGC underway, funding support provided by SG. Update provided to the IJB in April 2017 • GCHSCP leading review of Minor Injuries Services for West Glasgow underway as reported to the IJB in June 2017 • draft Workforce Plan considered by the IJB in June 2017, including Organisational Development Plan. Further report to IJB to follow • Scottish Government consultation on its discussion document: National Health and

**Audit Scotland Report: NHS in Scotland 2016
Final Update Action Plan: September 2017**

Recommendation To	Recommendation	Glasgow City Integration Joint Board Actions	Owner/s (for Integration Joint Board)	Previous GCHSCP Update September 2016	GCHSCP Final Update September 2017
					Social Care Workforce. Closed on 28 March 2017. GCHSCP response submitted. <ul style="list-style-type: none"> • Scottish Government consultation on Safe and Effective Staffing in Health and Social Care. Closed on 4 July 2017. GCHSCP response submitted and • Participation and Engagement Action Plan approved by the IJB Public Engagement Committee in November 2016.
	Set measures of success by which progress in delivering its national strategies can be monitored, including its overall aim to shift from hospital to more community-based care. These should link with the review of national targets and align with the outcomes and indicators for health and social care integration.	Engage with Scottish Government as required, e.g., via responding to information requests or consultations.	Chief Officer	TBC by Scottish Government.	Unscheduled Care Strategic Commissioning Plan approved by the IJB in March 2017. Includes action plan with anticipated outcomes, which is to be further developed.
	Consider providing NHS boards with more financial flexibility, such as three-year rolling budgets rather than annual financial targets, to allow better longer-term planning.	Engage with Scottish Government as required, e.g. via responding to information requests or consultations.	Chief Officer: Finance and Resources	TBC by Scottish Government.	The Chief Officer and Chief Officer: Finance and Resources continue to engage with the NHS and Scottish Government in respect of budget planning. Verbal update provided to the IJB in June 2017.
Scottish	Model the cost of implementing its	Engage with Scottish	Chief Officer: Finance	TBC by Scottish	Chief Officer: Finance and

**Audit Scotland Report: NHS in Scotland 2016
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Recommendation To	Recommendation	Glasgow City Integration Joint Board Actions	Owner/s (for Integration Joint Board)	Previous GCHSCP Update September 2016	GCHSCP Final Update September 2017
Government, in partnership with NHS Boards and integration authorities	National Clinical Strategy and how this will be funded, including the capital investment required.	Government and Health Board as required, e.g., via responding to information requests or consultations.	and Resources	Government.	Resources continues to engage with the NHS Board and Scottish Government in respect of the capital spend programme, e.g., report provided to the IJB in September 2016 in respect of Integrated Health and Social Care Hub at Parkhead.
	Share good practice about health and social care integration, including effective governance arrangements, budget-setting and strategic and workforce planning.	Engage with Scottish Government as required, e.g., via responding to information requests.	Chief Officer	TBC by Scottish Government.	Standards Officer attended national workshop in March 2017 regarding governance. Good practice/Good news stories regularly shared in GCHSCP newsletter and via social media.
	In line with the national policy on realistic medicine: - work to reduce over-investigation and variation in treatment and - ensure patients are involved in making decisions and receive better information about potential treatments.	Engage with Scottish Government as required, e.g., via responding to information requests or consultations.	Chief Officer: Strategy, Planning and Commissioning and Chief Social Work Officer GP Director Lead Associate Medical Director Nurse Director	TBC by Scottish Government	Awaiting new approach and guidance from Scottish Government.
NHS boards, in partnership with integration authorities	Take ownership of changing and improving services in their local area, working with all relevant partner organisations	Engage with Health Board as required, e.g. as a partner in service planning and service development activity	Chief Officer: Strategy, Planning and Commissioning / Chief Social Work Officer	TBC with Health Board	Ongoing. Current dialogue with NHS due to impact on NHS the Unscheduled Care and Strategic Commissioning Plan will have on planning and delivery of acute hospital services (March IJB report).

**Audit Scotland Report: NHS in Scotland 2016
Final Update Action Plan: September 2017**

Recommendation To	Recommendation	Glasgow City Integration Joint Board Actions	Owner/s (for Integration Joint Board)	Previous GCHSCP Update September 2016	GCHSCP Final Update September 2017
	Develop long-term workforce plans (more than five years) to address problems with recruitment, retention and succession planning and to ensure high quality of care	Engage with Health Board as required, e.g. in development of aligned workforce plans Integration Joint Board workplan being drafted	Chief Officer: Finance and Resources	TBC with Health Board Spring 2017	Engagement with NHSGGC ongoing. Workforce Plan, including Organisational Development Plan, scheduled for June 2017 IJB
	Work with the public about the need for change in how they access, use and receive services and to take more responsibility for looking after their own health and managing their long-term conditions	Support Health Board as required, e.g. in development of communication strategies and engagement approaches	Chief Officer: Finance and Resources Chief Officer: Strategy, Planning & Commissioning / Chief Social Work Officer Chief Officer: Operations	TBC with Health Board	Locality Engagement Forums launched in the three localities.