

Midlothian Integration Joint Board Audit and Risk Committee



3rd March 2022

Best Value – Consideration of the Audit Scotland Questionnaire

Item number: 5.6

Executive summary

At its December 2021 meeting the committee received a paper on the Audit Scotland best Value questionnaire for IJBs. The committee decided that it should consider a further paper that would lay out suggested responses to the best value questionnaire and allow the committee some further time to consider these responses and how the committee can assure itself that the principles of best value are being applied to the work of the IJB, that is the development and delivery of the IJB's Strategic Plan.

The committee is asked to :-

- 1. Consider this report, suggesting revisions/additions as required.*
- 2. Request the preparation of an appropriate best value framework for adoption by the IJB.*

Best Value – Consideration of the Audit Scotland Questionnaire

1 Purpose

- 1.1 At its meeting in December the IJB received a paper of the Audit Scotland best value questionnaire for IJBs. It agreed to consider this in an extended committee meeting and that this consideration should be supported by a draft set of responses to the questionnaire.

2 Recommendations

- 2.1 As a result of this report Members are being asked to:-
- Consider this report, suggesting revisions/additions as required.
 - Request the preparation of an appropriate best value framework for adoption by the IJB.

3 Background and main report

- 3.1 The Audit Scotland guidance note on best value was published in March 2018. Although this note was to support auditors in their assessment of the delivery of best value it also contains a useful questionnaire to assess the achievement of best value in IJBs.
- 3.2 Appendix A lays out the 10 questions and provides a suggested response to each of the questions along with a consideration of assurance that might be provided to support the responses
- 3.3 Whilst the responses are draft and for discussion, having agreed the response to the questionnaire the IJB can proceed to agree a Best Value framework. This has been done successfully by a number of other public bodies.
- 3.4 The revised best value guidance (2020) is also attached as Appendix B.

4 Policy Implications

- 4.1 There are no policy implications from this report.

5 Directions

- 5.1 There are no implications on directions from this report.

6 Equalities Implications

6.1 There are no equalities implications from this report

7 Resource Implications

7.1 There are no resource implications from this report.

8 Risk

8.1 The risks raised by this report are already included within the IJB risk register.

9 Involving people

9.1 The IJB's annual accounts will be published on the IJB website.

10 Background Papers

10.1 None.

AUTHOR'S NAME	David King
DESIGNATION	Interim Chief Finance Officer
CONTACT INFO	David.King4@nhslothian.scot.nhs.uk
DATE	February 2022

Appendices:

A - Audit Scotland Best Value questionnaire for IJBs – draft responses.

B – Best Value – revised statutory guidance 2020.

Audit Scotland Questionnaires – IJB Best Value – suggested responses

Question	IJB Response	Assurance
1. Who do you consider to be accountable for securing Best Value in the IJB?	In principle the voting members, the Chief Officer and the S95 Officer. In practice the Chief Officer and the CFO as S95 Officer.	The work of the groups that support the IJB – the SPG, the Planning & Transformation group and proposed performance group
2. How do you receive assurance that the services supporting the delivery of the strategic plan are securing Best Value?	In terms of operational delivery of the functions, the partners (Midlothian Council and NHS Lothian) must provide assurance to the IJB. That assurance is provided by the governance arrangements of the partners, the appropriate elements of which are reported to the IJB	Update on the delivery of the Directions reported to the IJB and the work of the proposed performance group
3. Do you consider there to be sufficient buy-in to the IJB's longer term vision from partner officers and members?	Yes. Both partners have a very good record of having supported the Board since its inception with voting members regularly attending board meetings and workshops. For example the leader of Midlothian Council has always been a member of the IJB.	Minutes of the IJB - shows attendance.
4. How is value for money demonstrated in the decisions made by the IJB?	Through the Strategic plan and the directions and the work of the groups that support the IJB – the SPG, the Planning & Transformation group and proposed performance group	The proposed performance group will consider the delivery of the directions.
5. Do you consider there to be a culture of continuous improvement	Yes, this is part of the IJB's ethos and is laid out in both the Integration Scheme and the Strategic Plan. There is a significant commitment to building capacity for	Minutes of the SPG and the Transformation and Planning Group. Minutes of Integrated Planning Groups.

	continuous improvement and ongoing work to align methodologies and practices across integrated services_	
6. 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>Yes – the creation of an integrated management team. The development of integrated operational teams and close working with the local GP practices.</p> <p>Further examples include –</p> <p>Home first team - improvements in patient flow and achievement of the MSG performance targets</p> <p>Extra care housing (Cowan court staffing model)</p> <p>Highbank Intermediate care model</p> <p>Primary care Improvement Plan</p> <p>Mental health model – minimal use of REH acute/rehab beds/MH delays</p> <p>Whole system Diabetes work</p> <p>LD model – able to support in local model so less use of acute REAS beds</p> <p>'No 11' service – co-located teams (SMS, Justice, Mental health)</p>	
7. Have identified improvement actions been prioritised in terms of those likely to have the greatest impact?	Yes, recent strategic planning and performance recruitment provides the opportunity to further develop the ability for performance to strategically inform quality planning and strategic modelling.	Directions comprise of 5 service level impact priorities in each area
8. What steps are taken to ensure that quality of care and service provided is not compromised as a result of costs saving measures?	The IJB's financial strategy commits it to living within the totality of its resources and this will be delivered through service transformation and not cost saving measures. Investment in the performance team who will develop a	Assurance through scrutiny at the proposed performance group, the Planning and

	performance framework for the IJB. Future work will seek to develop and embed a broad Performance Framework for the Partnership. This will aim to use a range of measures and metrics that evidence quality, inform planning and develop plans to deliver sustainable and high-quality care.	Transformation group and SPG
9. Is performance information reported to the board of sufficient detail to enable value for money to be assessed?	Yes. This is being further development by the appointment of a performance manager and a supporting performance team	Performance reports to IJB. Appointment of a Performance Team
10. How does the IJB ensure that management of resources (finances, workforce etc.) is effective and sustainable?	<p>Through the development of the IJB's multi-year, balanced financial plan which will articulate how the Strategic Plan is delivered in financial terms.</p> <p>The HSCP has produced an updated workforce plan that is cognisant of the challenges and opportunities presented by a range of dynamic influences across workforce recruitment and retention, wellbeing and wellness.</p>	IJB Finance Strategy, IJB Workforce Strategy.