

Cùram is Slàinte Best Value Framework – 2017/18 Assessment

1.1 Achieving Best Value is about ensuring sound governance, good management, public reporting on performance and a focus on improvement. The duty of Best Value applies to all public bodies in Scotland, including Integration Joint Boards.

1.2 Best Value entails both corporate assessment and performance assessment elements. The former focuses on how an organisation plans and conducts its business and manages its resources while the latter looks at the quality of those services and the outcomes for service users. The former is addressed through this best value statement, while the latter is picked up in the IJB annual report.

1.3 In respect of Cùram is Slàinte, we focus our best value reporting on the following themes:

- Vision and Strategic Direction
- Effectiveness of our Partnership
- Governance and Accountability (including community and stakeholder engagement)
- Use of Resources
- Performance Management and Improvement

1.4 This work is also supported by effective performance assessment and the development of a strong culture of improvement. Finally, we want to report on two cross cutting themes in respect of equalities and sustainability.



VISION AND STRATEGIC DIRECTION

ENQUIRY	SELF-ASSESSMENT	EVIDENCE	RESPONSIBILITY	TIMESCALE
1.1 How effectively have we established a clear vision and sense of purpose, which reflect local needs, the views of local people, national priorities, and will secure improved outcomes?	The IJB vision and purpose is described within many of our strategic documents, which have been developed on the back of consultation with communities and stakeholders.	IJB Strategic Plan 2016-19 IJB Strategic Plan Refresh 2018-20	Chief Officer	2016-20
1.2 How well does the organisation understand the key geographic, demographic, economic, environmental and social contexts in which it is operating?	The core demographic and epidemiological drivers of change are set out in the strategic needs assessment. Population challenges are well understood, including impact on the health and care workforce (including unpaid care)	IJB Strategic Needs Assessment	Chief Officer	2016-20
1.3 How effectively has the organisation linked its vision and strategic objectives and local targets with national priorities (including key duties and targets)?	All IJBs are required to report against the National Health and Well-being Outcomes, and our strategic plan is aligned to these and associated KPIs	IJB Strategic Plan 2016-19 IJB Strategic Plan Refresh 2018-20 IJB Performance Framework	Chief Officer	2016-20

ENQUIRY	SELF-ASSESSMENT	EVIDENCE	RESPONSIBILITY	TIMESCALE
1.5 How effectively has the organisation developed a clear vision and range of objectives for the area with its partners?	The core vision of the IJB has been developed through the Integrated Corporate Management Team of the Health Board and Comhairle. This has been further consolidated at the Strategic Planning Group, which involves a wide range of external stakeholders.	Minutes, ICMT Minutes, Strategic Planning Group	Chief Officer	Ongoing
1.6 How well are stakeholder needs and aspirations reflected in the organisation's vision and strategic planning?	Regular survey work is undertaken with the IJB's stakeholders, including Locality Planning Groups and associated community representatives. This is then channelled into IJB strategy.	IJB Survey 2018	Chief Officer	Annual
1.7 How clearly does the organisation's vision reflect a commitment to continuous improvement, and high quality efficient and effective services? How well supported is it by clear plans and strategies?	This is an area that requires to be strengthened. Although there is a clear improvement agenda, more work needs to be done to align this with the core operational management of Health Board and Comhairle services.	ICMT minutes	Chief Officer Chief Executives	Ongoing

ENQUIRY	SELF-ASSESSMENT	EVIDENCE	RESPONSIBILITY	TIMESCALE
1.8 How stretching and challenging are the organisation's ambitions, and how focused are they on improving service performance and outcomes (including improved use of resources)?	Our strategic vision has been translated into performance targets which align with a small number of national indicators. Our improvement targets are locally owned and reflect overall capacity and improvement culture	MSG Indicators IJB Performance Dashboard	Chief Officer / HSC Senior Management Team	Annual
1.7 How effectively has the organisation aligned its key plans and strategies, such as the Community Plan, with those of its partners?	The IJB's strategic plan has been deliberately aligned to the work of the Community Planning Partnership, albeit that the Local Outcome Improvement Plan was developed subsequent to the IJB's Strategic Plan	IJB Strategic Plan 2016-19 Strategic Plan Refresh	Chief Officer	2016-19

EFFECTIVENESS OF OUR PARTNERSHIP

ENQUIRY	SELF-ASSESSMENT	EVIDENCE	RESPONSIBILITY	TIMESCALE
2.1 How committed are senior management, board members and political leaders of partner bodies to partnership working?	The IJB is itself a manifestation of partnership working, not just between the Comhairle and NHS Western Isles, but with the third sector, trades unions, carers, and service users	Integration Scheme National Self-evaluation template	Chief Officer	Ongoing
2.2 How effective are our governance arrangements for partnership working?	The IJB is established through legislation and regulation, with prescribed governance arrangements explicitly focused on partnership models	Integration Scheme National Self-evaluation template	Chief Officer	2016-20
2.3 How effective do we work with partners in the involvement of communities in the partnership process and how well is it helping to deliver partnership community capacity building and empowerment?	The IJB since inception has focused on community engagement. We have self-assessed against the national community engagement standards. Our track record is mixed, with some effective community engagement processes strengthening outcomes, while on other occasions our community engagement has been less effective.	Self-assessment of national community engagement standards National Self-evaluation template	Chief Officer Chief Officer	2016 2018

<p>2.4 Has the organisation agreed a set of measures and targets to track progress and demonstrate impact of partnership working, and how good are its arrangements with partners for managing and reporting performance?</p>	<p>Regular survey work is undertaken with the IJB's stakeholders, including Locality Planning Groups and associated community representatives. This is then channelled into IJB strategy.</p>	<p>IJB Survey 2018 IJB Performance Reports</p>	<p>Chief Officer</p>	<p>Annual</p>
<p>2.5 How well are the organisation's partnership outcomes and actions evidence-based and how well do they reflect the needs of the area/ communities/service users?</p>	<p>This work is channelled through the development of Locality Plans. These have been developed on the back of community engagement but have taken time to develop. Only two are active with further work required in relation to three localities.</p>	<p>Locality Plans Locality Profiling Tools</p>	<p>Chief Officer</p>	<p>Annual</p>
<p>2.6 Has the organisation along with its partners set and agreed priorities? How committed are they to delivering them?</p>	<p>Priorities are determined through the strategic planning process and through the annual budget setting. Typically, major strategic documents will be agreed through the Integrated Corporate Management Team in the first instance.</p>	<p>Budget setting processes</p>	<p>Chief Officer Chief Executives</p>	<p>Ongoing</p>

<p>2.7 How well does the organisation understand the resources needed to deliver its partnership priorities and how well has it worked with partners to align its funding, assets and staffing in a sustainable framework?</p>	<p>The IJB has a single year budget and a three year financial plan to ensure that functions are aligned to sustainable resources</p>	<p>2019/20 Budget IJB Financial Plan</p>	<p>Chief Officer / CFO HSC Senior Management Team</p>	<p>Annual</p>
<p>2.8 How effective has the organisation with its partners been at delivering real outcomes and impact for people and communities?</p>	<p>The IJB was created as a public body in 2016 and inevitably the first period was focused on establishing governance arrangements. Over the last three years, though, we have started to improve outcomes for individuals and communities</p>	<p>IJB annual report 2018/19</p>	<p>Chief Officer</p>	<p>2018/19</p>

GOVERNANCE AND ACCOUNTABILITY

ENQUIRY	SELF-ASSESSMENT	EVIDENCE	RESPONSIBILITY	TIMESCALE
3.1 How well do clear roles and responsibilities enable good governance and strong accountability?	The Integration Scheme defines the governance arrangements and compliance with legal requirements.	Integration Scheme	Chief Officer	Ongoing
3.2 How effectively does the organisation exhibit appropriate values and behaviour?	The Integration Scheme and standing orders describe the remit of board members and expectations. The IJB sets out to decide by consensus, which has been the norm since Cùram is Slàinte was established.	Integration Scheme Standing Orders IJB Minutes Self-evaluation template	Chief Officer	Ongoing
3.3 How well do arrangements support members and senior officials to be effective in their role?	A number of development sessions are held each year in support of this.	Development Day Reports	Chief Officer	Ongoing
3.4 How effective is decision making across the organisation?	This is an area for development. Members have requested, on occasion, that reports contain more information about options and choices available to them	IJB Minutes	Chief Officer	Ongoing

<p>3.5 How well do challenge, scrutiny and review processes ensure a range of informed views are sought and actively considered to aid decision making and improvement?</p>	<p>Visibility and transparency could be improved. The IJB is still not widely understood as a public body. This has been the subject of Development Day discussion. However, the formal scrutiny of IJB decision making is open to public scrutiny in principle.</p>	<p>Development Day Reports</p>	<p>Chief Officer</p>	<p>Annual</p>
<p>3.6 How well does the engagement the organisation have with its stakeholders support real accountability?</p>	<p>As above.</p>	<p>Development Day Reports</p>	<p>Chief Officer Chief Executives</p>	<p>Ongoing</p>
<p>3.7 How well does the organisation ensure that effective governance and accountability is maintained when the organisation delivers services through companies, trusts or other external entities?</p>	<p>The IJB gives effect to its decisions through directions to the Local Authority and the Health Board. However, both nationally and locally, this is an area that remains in development.</p>	<p>IJB minutes</p>	<p>Chief Officer Chief Executives</p>	<p>Ongoing</p>

USE OF RESOURCES

ENQUIRY	SELF-ASSESSMENT	EVIDENCE	RESPONSIBILITY	TIMESCALE
4.1 Does the leadership of the organisation set the tone whereby financial management is given due emphasis, and financial skills are valued and developed?	The IJB has effective financial management arrangements in place across a pooled budget, led by the Chief Finance Officer.	IJB Investment Strategy IJB Financial Plan IJB Budget IJB Minutes	Chief Finance Officer	Ongoing
4.2 Is there evidence that financial management skills are widely distributed throughout the organisation?	There is effective financial literacy across senior management within the Comhairle and NHS Western Isles. Budget holder training (seminar approach) provided at regular intervals normally every two years and one on one training at commencement of post.	Budget management processes	Chief Officer	Ongoing
4.3 Is there evidence of regular and high quality challenge of financial matters?	The IJB has its own Audit Committee which provides the requisite challenge and scrutiny	IJB Audit Minutes	Chief Auditor	Ongoing
3.4 Is there a robust financial planning process, linking strategic objectives to a well thought through financial strategy?	The IJB budget each year is aligned to core strategic objectives, albeit with efficiency measures. Longer term financial planning is undertaken by the CFO and aligns to IJB investment strategy.	IJB Investment Strategy IJB Budget IJB Financial Plan	Chief Finance Officer	Ongoing

4.5 Is there a medium to long-term financial strategy??	The CFO has undertaken five year planning, albeit within a context of 1-year budget certainty	IJB Financial Plan	Chief Finance Officer	Ongoing
4.6 Does the organisation have a clear understanding of the costs it incurs, including its cost drivers and how costs change in response to changing levels of activity??	The CFO has built in all appropriate cost drivers into the budget, and has informed the board of potential pressures. However, more detailed analysis has been requested by members as part of the budget setting process.	IJB Budget	Chief Finance Officer	Ongoing
4.7 Does the organisation subject proposed new investments to a robust investment appraisal process and operate good project management over approved investments??	The IJB will make an investment decision only where the funding is clearly identified. Any such proposals are likely to have gone through ICMT prior to the IJB taking a view.	ICMT Minutes IJB minutes	Chief Officer Chief Executives	Ongoing
4.8 Is there evidence that through regular testing of its financial systems, the organisation reports outputs that are timely, accurate, reliable, and clear, in a convenient format and readily understood by their recipients?	Financial monitoring and forecasting is up to date. Challenges have emerged during the last two years in respect of projected income from care homes but more effective methodologies are now in place.	IJB Minutes	Chief Finance Officer	Quarterly

<p>4.9 There is appropriate and timely reporting on key variances, and there is evidence that these are acted upon. Members receive accrued financial monitoring reports at appropriate key points during the year, including significant revenue account items and balances.</p>	<p>Monthly finance reports are made available to both senior management and board members. Formal consideration of in-year finances at each IJB</p>	<p>IJB Minutes</p>	<p>Chief Finance Officer</p>	<p>Monthly</p>
<p>4.10 There is a clear link between financial and performance reporting, and does this demonstrate the effectiveness and impact of the organisation's use of its financial resources?</p>	<p>It is evident that the IJB's pooled budget is not well understood beyond those immediately involved in the work of Cùram is Slàinte. However, the budget setting process involves community engagement and the annual report covers core financial performance</p>	<p>Annual Report IJB Budget</p>	<p>Chief Officer</p>	<p>Annual</p>

PERFORMANCE MANAGEMENT AND IMPROVEMENT

ENQUIRY	SELF-ASSESSMENT	EVIDENCE	RESPONSIBILITY	TIMESCALE
5.1 What is the impact of performance management?	The IJB strives to understand its impact in respect of improved outcomes across the population. This is codified in our strategic plan and assessed along with performance against national outcomes	IJB Performance Management	Chief Officer	Ongoing
5.2 To what extent is there a culture of performance management across the organisation?	The HSC SMT receives regular updates on performance against key improvement targets, which can be benchmarked against other partnerships. This informs future strategy and operational decision making	HSC SMT Minutes	Chief Officer	Ongoing
5.3 To what extent is the organisation aware of its own performance?	Performance monitoring information is disseminated via range of methods including formal reports to interactive Dashboards that draw on national and local data resources. Reporting and reflection upon this information has become an embedded feature of the SMT, IJB, ICMT to inform decision making at these key fora.	HSC SMT Minutes	Chief Officer	Ongoing
5.4 To what extent is performance management integrated with organisational activities?	As above	HSC SMT Minutes	Chief Officer	Ongoing

5.5 How effective are performance measures?	While we meet all obligations in respect of reporting against KPIs and national performance measures, we have been unable to identify specific local targets which align with all key objectives within the strategic plan. Although work was started, it proved onerous and difficult to measure. This reflects an acknowledged need to move to more service based performance management system as laid out in the Performance Framework.	HSC Minutes	Chief Officer	Ongoing
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