



WESTERN ISLES HEALTH AND SOCIAL CARE PARTNERSHIP

CÙRAM IS SLÀINTE NAN EILEAN SIAR

INTEGRATION JOINT BOARD

ANNUAL GOVERNANCE STATEMENT OF ASSURANCE

Scope of Responsibility

Cùram is Slàinte Nan Eilean Siar (the Western Isles Integration Joint Board (hereafter the IJB) is responsible for ensuring that its business is conducted in accordance with the law and proper standards and that public money is safeguarded and proper arrangements are in place to account for it.

In meeting the obligations of the Public Bodies (Joint Working) (Scotland) Act 2014, NHS Western Isles and Comhairle nan Eilean Siar are required to put in place proper arrangements for the governance of the functions delegated to an Integration Authority. The legislation provides a choice of ways in which to do this. NHS Western Isles and the Comhairle have used a 'body corporate' integration model. This is where both the Health Board and the Local Authority delegate to a third body called an Integration Joint Board.

The Integration Joint Board is required to agree a strategic plan and will begin to deliver its functions from the date set out in that plan. The Integration Joint Board will achieve this by giving direction to the Health Board and the Local Authority and will be able to require them to carry out these functions in a particular way.

NHS Western Isles and Comhairle nan Eilean Siar set out within their integration scheme the scope of the delegated functions. The scheme was approved by the Scottish Parliament on the 24th September 2015.

Delegated functions from the Comhairle include adult social work services (including criminal justice), homecare, adult day care, care homes, and housing support. Delegated functions from NHS Western Isles include A&E, some elements of inpatient care, General Practice, AHPs, Dentistry, Mental Health, Community Nursing, Health Visiting and School Nursing.

The IJB was formally established on the 1st April 2016. This governance statement covers the period from 1st April 2016 until March 31st 2017.

The Integration Joint Board

Membership

The Public Bodies Joint Working (Scotland) Act 2014 and associated Regulations set out the arrangements for the membership of the Integration Joint Board. As a minimum this must comprise voting members nominated from the NHS Board and Comhairle; non-voting members who are holders of key professional roles within the Comhairle and NHS Board; and representatives of groups who have an interest in the Integration Joint Board. There is also flexibility to appoint additional members in certain circumstances.

Local authorities must nominate councillors as voting members. The NHS Board should nominate non-executive directors. Where this is not possible, there is scope to appoint "appropriate persons" as agreed by the Scottish Ministers, but at least two non-executive directors must be nominated.

The Chair is Dr Neil Galbraith (until 21 September 2017) and the Vice-Chair Cllr Uisdean Robertson (until 4th May 2017). The chairmanship of the IJB will pass from NHS Western Isles to the Comhairle from September 2017 for two years.

The IJB has four voting members each from the Comhairle and NHS Western Isles.

In addition, six professional advisers have been appointed as non-voting members. These are:

- the Chief Social Work Officer;
- the Chief Officer of the Integration Joint Board;
- the Section 95 Officer of the Integration Joint Board (Chief Finance Officer);
- a registered nurse employed by the NHS Board;
- a General Medical Practitioner; and
- a medical practitioner who is not a GP.

Finally, the Integration Joint Board is required to appoint stakeholder members who are non-voting members. These include:

- Two staff side representatives working within an integrated function;
- Two representatives of the third sector;
- A service user; and
- An unpaid carer.

The full IJB membership across the year was 45% female and 55% male

Governance of the Board

During the financial year 2016/17, the IJB met six times. During that period, the Board:

- Homologated the decisions of the Shadow Board at the first meeting of the IJB in May 2016, which included:
 - A balanced budget for 2016/17;
 - An agreed strategic plan and associated directions to the parent bodies;
 - The fulfilment of policy obligations in respect of agreeing strategies covering: workforce; audit; participation and engagement; risk management; communications; and performance management;
 - The appointment of internal auditors;
- Received reports on the management of the IJB budget; performance of services delegated to the IJB; the implementation of the strategic plan; and the IJB risk register.

One development session was held for all IJB members and one performance review seminar was held as a joint meeting of NHS Western Isles and Comhairle nan Eilean Siar.

Sub Committees

The Integration Joint Board (IJB) is required to properly manage its financial and governance affairs. An Audit Committee of the IJB has been established to assist in the delivery of those functions. The IJB Audit Committee has a key role with regard to ensuring the efficient and effective performance of Western Isles' Health and Social Care Partnership in order to deliver the outcomes set out in the Integration Scheme.

The IJB Audit Committee met on two occasions during 2016/17: June 2016 and February 2017. At the June meeting, the IJB accounts for the period 2016-17, which were limited to the Chief Officer's salary because it reflected the shadow year, were formally agreed. At the February meeting, the terms of the appointment of Audit Scotland as the external auditor were agreed.

Risk Management

The Integration Scheme indicates that a risk management strategy and policy will be adopted by the Integration Joint Board (IJB). The Risk Management Strategy and Policy was agreed by the Shadow IJB in March 2016. It was prepared in line with the international standard for risk management (ISO 31000).

As part of that, the IJB has maintained a risk register, reflecting its strategic activities and taking cognisance of both significant issues from each statutory partner's own risk registers, and also emerging risks.

The Chief Officer has overall accountability for risk management, ensuring that suitable and effective arrangements are in place to manage the risks relating to the functions within the scope of the Integration Joint Board. The Comhairle and NHS Western Isles supported the Chief Officer and the Integration Joint Board with relevant specialist advice.

Over the course of the year, the level of risk changed in light of material circumstances. Actual risk ratings were consistently higher than the target risk rating, with three major risks having a consistently high rating:

- Change management projects fail or have unintended consequences / Service redesign is not implemented
- Recruitment and retention challenges within the Partnership create service stress
- Unanticipated service pressures create an in-year overspend

Mitigating measures were applied to all identified risks. Effective governance and project management arrangements were put in place to ensure change management was effectively progressed, although lack of core managerial capacity remains an issue. Recruitment and retention issues are being addressed through the workforce strategy and wider engagement with community planning arrangements, although specific posts have been unable to be filled. Finally, in-year financial pressures were mitigated through the production of good management information, albeit that there was a degree of variation on the reported budgetary position over the last quarter.

Audit and Scrutiny

The Public Sector Internal Audit Standards 2013 (PSIAS) sets basic principles for carrying out public sector internal audit in the UK. The PSIASs are applicable to the Comhairle, NHS Western Isles and the IJB.

A Strategic Audit Plan has been prepared based on a robust risk assessment process, following appropriate consultation, challenge and comparison with underlying, national, corporate and professional objectives. The planned internal audit reviews address the main focus of the IJB in terms of establishment, planning, and complying with the need to provide quality service provision in our communities whilst doing so effectively and efficiently in the use of finite resources.

The Chief Internal Auditor for the Integration Joint Board was appointed by in December 2015. The internal audit function will be provided by the Comhairle.

Over the course of the year, a range of issues were highlighted through the audit process:

- The financial outlook for the next three years is very challenging. The IJB has a proposed outline budget of £58million for 2017/18, which requires significant efficiency savings. The ongoing financial pressures for the IJB and parent bodies are significant.
- Key challenges have been highlighted in respect of developing a sustainable workforce. This affects all areas of service delivery, including home care and general practice.
- The Section 95 role of the Chief Financial Officer has not been reflected in an up to date job description. Given that the post holder has been undertaking such a senior role for a

significant period of time, this should have been agreed by the parent bodies prior to the appointment.

- The issue of delayed discharges remains an ongoing issue and is one of the biggest challenges affecting the IJB and indeed those individuals who are waiting for either domiciliary support or longer term residential/nursing care.

No matters of concern were raised by either of the parent bodies' internal auditors.

Audit Scotland was appointed as the external auditor for 2016/17.

Performance Management

For the purposes of managing the performance of the IJB, including the delivery of the national health and wellbeing outcomes and the Strategic Plan, a Performance Framework has been produced.

The monitoring arrangements within the Performance Framework are in accordance with statutory requirements for production of an Annual Performance Report under the Public Bodies (Joint Working) (Scotland) Act 2014.

Performance monitoring and reporting arrangements are set out within the Performance Framework. This includes the production of an Annual Performance Report as required under Section 42 of the 2014 Act with the content in accordance with the Public Bodies (Joint Working)(Content of Performance Reports)(Scotland) Regulations 2014. The Framework details a hierarchy of performance indicators that comprise the performance monitoring of activities at various levels across the Partnership which are detailed in a series of appendices to the Framework.

In respect of performance, the IJB has performed well against most of the indicators set out by the Scottish Government. Service user survey material indicates that more needs to be done on the degree to which service users have a say in how their help, care or support is provided; and the degree to which service users' health and care services seem to be well coordinated. Work is ongoing on both of these matters.

On system indicators, the IJB performs well. It is recognised that the Western Isles is a significant outlier in respect of performance on delayed discharge and as such an action plan has been developed and implemented over the course of the year in order to address this issue.

Strategic Plan

The Integration Joint Board had a statutory obligation to have a strategic plan in place by 1st April 2016. The plan provides a detailed account of the changes to service that the IJB will drive forward over the three years of the plan. It is situated within a national policy framework which seeks to shift resources from acute into community settings.

The Strategic Plan itself provides the operating context and background to integration, a vision of future service delivery, an assessment of how good services are currently, a focused change plan, and a description of the organisational levers that will deliver that change.

The Strategic Plan was developed through a process of engagement with local communities and the people who work in health and social care. Strategic priorities are expressed as 25 'deliverables' which will improve personal outcomes and deliver a more sustainable health and social care system against a backdrop of increasing demand for services and budgetary constraints.

At each meeting, the IJB was apprised of progress in respect of the implementation of the 25 deliverables. Our achievements during 2016/17 included:-

- The development of an agreed model and resources for a new intermediate care service, which we anticipate will open in October 2017;
- The development of a pilot to tackle social isolation in Uist, which links health professionals to community groups;
- Agreement to a new model of mental health provision, focused on supporting people to live independent lives in the community;
- The development of a local dementia strategy, which aligns with the Scottish Government's National Dementia Strategy;
- The development and implementation of a multi-agency action plan to tackle delayed discharge;
- The successful roll-out of a new deal for homecare workers in Stornoway in Broadbay – predictable working hours and better shift patterns. This will be rolled out across the rest of the island from 2017/18 onwards;
- Supporting collaboration between GP practices through a new 'Quality Cluster' approach, which supports the sharing of best clinical practice;
- The ongoing use of innovative technologies to support people with Long-term Conditions live better lives;
- Initial work to reform assessment processes, to ensure information is safely shared across professional disciplines;
- Secured Scottish Government funding to pilot new ways of delivering palliative and end of life care for people with dementia in a remote and rural setting;
- More people with disabilities being supported back from mainland placements to live in their own communities;
- The development of a new blue-print for residential care and extra care housing to replace two ageing care homes in Stornoway;
- Support and funding delivered to the Community Justice Partnership and the Alcohol and Drugs Partnership;
- Innovation in the delivery of primary care through the creative use of a transformation fund.

Review of Effectiveness

During 2016/17, the IJB continued to put in place appropriate management and reporting arrangements to enable it to be satisfied that its approach to corporate governance is both appropriate and effective in practice.

Specifically, the IJB's governance arrangements have been reviewed and tested against the requirements of the Public Bodies (Joint Working) (Scotland) Act, associated regulations and guidance notes and the CIPFA Good Governance Framework.

Specific measures were introduced to ensure the IJB as a public body in compliant with all of its legislative obligations. During 2016/17 a publication scheme was agreed under the Freedom of Information legislation.

The Chief Finance Officer was responsible for the preparation and oversight of the IJB's accounts for 2015/16, and for the development, along with the Chief Officer, of the budget for 2016/17.

A Joint Inspection of Older People's Services in the Western Isles was led by the Care Inspectorate and Health Improvement Scotland from February - April 2015. The final report was published in March 2016. The report identified key strengths in relation to a highly motivated and well supported workforce, working jointly to improve services and the outcomes of individuals and families. The report also referred to the strong sense of community spirit

and a flexible approach to the utilisation of available resources to meet local needs. However, key weaknesses were found in other areas and work has been undertaken over the course of 2016/17 to ensure that actions are being addressed. The Integrated Corporate Management Team has taken an overview of the action plan developed to tackle areas of improvement.

In respect of day-to-day social care services, services continue to perform well against the standards set out by the Care Inspectorate.

Certification

It is our opinion that reasonable assurance, subject to the matters noted above, can be placed upon the adequacy and effectiveness of the Western Isles Integration Joint Board's systems of governance.

Chief Officer

Chair

Date

Date