



Stephen Brown (Chief Officer)
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IJB Performance and Audit Committee

Wednesday, 7 December 2022, 09:30.

Council Chamber, Council Offices, School Place, Kirkwall.

Minute

Present

- Jim Lyon, Interim Chief Social Work Officer, Orkney Islands Council.
- Councillor Ivan A Taylor, Orkney Islands Council.

Present via remote link (Microsoft Teams)

- Davie Campbell, Non-Executive Director, NHS Orkney.
- Meghan McEwen, Non-Executive Director, NHS Orkney.

Clerk

- Sandra Craigie, Committees Officer, Orkney Islands Council.

In Attendance

Orkney Health and Social Care Partnership:

- Stephen Brown, Chief Officer.
- Maureen Swannie, Head of Strategic Planning and Performance.
- Morven Gemmill, Lead Allied Health Professional.
- Callan Curtis, Planning and Performance Officer.

Orkney Islands Council:

- Andrew Paterson, Chief Internal Auditor.
- Georgette Herd, Solicitor.

In Attendance via remote link (Microsoft Teams)

Orkney Health and Social Care Partnership

- Lynda Bradford, Head of Health and Community Care.

NHS Orkney:

- Mark Doyle, Director of Finance.

Chair

- Councillor Ivan A Taylor, Orkney Islands Council.

1. Apologies

Apologies for absence had been intimated on behalf of Councillor Jean Stevenson, Orkney Islands Council, and Frances Troup, Head of Community Learning, Leisure and Housing, Orkney Islands Council.

2. Declarations of Interest

There were no declarations of interest intimated in respect of items of business to be discussed at this meeting.

3. Minutes of Previous Meeting

There had been previously circulated the draft Minute of the Meeting of the Performance and Audit Committee held on 28 September 2022 for consideration, checking for accuracy and approval.

The minute was **approved** as a true record, on the motion of Councillor Ivan A Taylor, seconded by Jim Lyon.

Meghan McEwen joined the meeting at this point.

4. Matters Arising

There had been previously circulated the Matters Arising Log from the meeting held on 28 September 2022, for consideration and to enable the Committee to seek assurance on progress, actions due and to consider corrective action, where required.

Meghan McEwen raised the lack of financial information available for scrutiny at the Performance and Audit Committee and requested that, if possible, some kind of financial information could be included on the next agenda. Stephen Brown confirmed that financial information had previously been routed through the Integration Joint Board (IJB) itself rather than this committee. He was aware that this matter had been raised at the meeting of the IJB and confirmed that financial information would be presented to the next IJB meeting to be held in February 2023.

Regarding the Internal Audit and Annual Report and Opinion on the Matters Arising Log, Stephen Brown confirmed that he was in discussions with Andrew Paterson to look at the best approach to ensure updates on recommendations arising from internal audits were brought to this Committee. He was aware that Andrew Paterson had been working on a process to do this for the Council and anticipated this could be replicated for the IJB.

5. Performance Management Framework – Update

There had been previously circulated a report presenting the updated Performance Management Framework, for approval.

Maureen Swannie highlighted the following:

- The Performance Management Framework had been approved by the Integration Joint Board on 30 June 2021.
- The Framework had now been updated and refreshed to reflect the remit of the IJB Performance and Audit Committee.
- Page 11 of the Framework referred to continuously improving the Performance Management Framework and, if approved, the Framework would evolve to ensure that any future reporting requirements were met.
- The aim of the Framework was to support members to understand the array of reporting requirements and to advise how they fitted together.

Following queries from Davie Campbell, Maureen Swannie confirmed that the date on the Framework could be changed from 2021-2025 to 2023-2025 and that the document would be updated so that a consistent approach was used regarding the use of either “IJB” or “Orkney Health and Care” throughout the document.

Regarding Davie Campbell’s query on how it could be ensured that the Framework would be used as a live document by staff, Stephen Brown confirmed that the document reflected the Strategic Plan that had been approved by the Integration Joint Board in June and looked at the areas within the priorities. If actions were taken and it did not make the difference that had been anticipated, there would be the need to adapt quickly. This would be the “live” piece that would work with the Strategic Planning Group and would be fed back to the IJB on a regular basis in terms of progress.

Meghan McEwen was unclear how the performance targets related to what was commissioned. For example, what was specifically being commissioned and what was reasonable to ask the delivery bodies to report on. Her understanding was that it was the IJB Performance and Audit Committee’s job to ensure that the commissioning arrangements were going well – and she did not see that thread of managing of contract commissioning services through the document or how to change what was being commissioned to meet the changing needs of the community.

Stephen Brown advised that he was not sure that this would be the document she would see those things in. The Strategic Planning Group looked at priorities and what was being delivered on those priorities as well as looking at best practice across the country.

Maureen Swannie advised that commissioned services were included in the next report on the agenda. It was hoped to get to a point where there was a regular business cycle where members would know what was coming when and as part of that the commissioning element would be included.

She confirmed that there was a document being worked on at the moment where each strategic priority was linked to all the national performance indicators and would then be linked to actions coming from the Strategic Plan Action Plan. Once the report was complete it would be brought to members to enable them to see what was linked where.

The Performance and Audit Committee thereafter noted:

5.1. That the Performance Management Framework was approved by the Integration Joint Board at its meeting held on 30 June 2021.

5.2. That the Performance Management Framework had been revised to reflect the remit of the Performance and Audit Committee, as well as being streamlined for ease of reading.

Subject to the date and the consistency of language throughout the document being amended, the Performance and Audit Committee **approved**:

5.3. The Performance Management Framework, attached as Appendix 1 to the report circulated.

6. Performance Monitoring

There had been previously circulated a report presenting the quarterly monitoring report on the performance of health and social care delegated services, for scrutiny.

Maureen Swannie highlighted the following:

- This was an evolving document and feedback from members was welcomed.
- It was planned that the report would be provided quarterly in a business cycle which was still to be agreed.
- Although updated quarterly, there would be a data trajectory provided with each report so trends could be easily identified.
- The report contained data relevant to delegated and commissioned services and contained data currently supplied as part of national reporting.

Meghan McEwen gave feedback that she would like to see something to do with children's services being included to enable the Performance and Audit Committee to seek assurance on the outcomes experienced by both vulnerable and not-vulnerable children in the community. She also wondered whether the national and local data be separated into some kind of graphic format. She felt the overview boxes were really useful but it needed more "so what" information, for example what was being done to overcome the challenges, what the risks were to the service etc.

Maureen Swannie responded that, rather than having all the data in one large document, different data would be presented at each reporting quarter. She confirmed that Children's Services, Primary Care and Mental Health Services should be included in future reports and would feed in from the Strategic Plan Priorities. Regarding the comments about separating the national and local data and adding in additional information at the overview boxes, she confirmed that these suggestions would be looked into.

Stephen Brown agreed that approaches, plans and outcomes were not being reflected in the performance report and was something that needed to be looked at as to how best to include the information.

Following a query from the Chair regarding how it would be decided which data to bring to the meeting, Maureen Swannie confirmed that different business cycles dependent on when the data had to be supplied nationally would be looked at and then see what fitted in best with the quarterly meeting.

Following a comment from Meghan McEwen about being proactive in terms of what was coming forward so it was not just what had to be reported nationally but what was important to Orkney, Morven Gemmill commented that it would be interesting to see how the closing of the loop would be reported so that it was not just data for reporting, it would be data for improvement. She gave assurance that this was common practice, giving an example of the Home First pilot which drove down the reliance on care at home services and confirmed that as a service they were looking at how capacity could be freed up, for example single handed care was being looked into.

Following various queries from Davie Campbell:

- Callan Curtis confirmed that data gaps could occur due to the data being collected direct from the source. For example delayed discharges were completed by the nursing team who if they were short staffed, working at capacity or another priority arose, then the data became second priority, thereby making the data unavailable.
- Maureen Swannie confirmed that she was in the process of setting up regular meetings with all the commissioned services to ascertain what data was needed from them, what did they need from us and, following the meetings, she would have clarity of what was required.
- Stephen Brown confirmed that discussions had taken place last year with the Third Sector and that they were comfortable that the outstanding review would be left until the strategic priorities had been updated. This would ensure that the work the Third Sector was undertaking was as closely aligned as possible with the strategic priorities. He confirmed that a timetable of the reviews of the Service Level Agreements (SLA) had begun. He confirmed that Third Sector colleagues continued to deliver top quality care across Orkney and the IJB should try to support them in any way possible.

Meghan McEwen commented that she felt that the Third Sector had not received an uplift from their contracted SLA services in 10 years so wages had been relatively stagnant. She also wondered about the IJB committing to, for example, three-year commissioning cycles to enable a degree of certainty.

Stephen Brown agreed a degree of certainty was needed. He confirmed that the Council had agreed a 10% uplift for all Third Sector providers at the budget setting in March 2022, but with the cost of living and the rate of inflation at 10% now seemed not enough. He confirmed that the IJB was quick to deliver to Third Sector colleagues on the Scottish Living Wage arrangements, and any uplifts as soon as the Scottish Government had agreed and delivered the funds. He agreed that there was more that could be done in terms of the structure of commissioning the SLAs and how those were managed. For example, if they had an assured 5 years in

certain instances, rather than a year-by-year basis, it would enable them to plan in a more effective manner.

The Performance and Audit Committee thereafter noted:

6.1. The performance of health and social care delegated services for the quarter ending 30 September 2022, attached as Appendix 1 to the report circulated.

6.2. That the data provided was the most recently available information for each measure up to 30 September 2022, where possible.

6.3. That work continued to create a regular business cycle of meaningful reporting linked to the Strategic Priorities of the Orkney Health and Social Care Partnership.

The Performance and Audit Committee scrutinised:

6.4. The performance for health and social care delegated services for the reporting period 1 January 2022 to 30 September 2022, as set out in Appendix 1 to the report circulated, and took assurance.

7. Conclusion of Meeting

There being no further business, the Chair declared the meeting concluded at 10:05.