

Stephen Brown (Chief Officer)
Orkney Health and Social Care Partnership
01856873535 extension: 2601
OHACfeedback@orkney.gov.uk



Agenda Item: 8

Performance and Audit Committee

Date of Meeting: 28 June 2023.

Subject: Internal Audit – Joint Working Arrangements.

1. Purpose

1.1. To present the Internal Audit on Joint Working Arrangements for members' scrutiny.

2. Recommendations

The Performance and Audit Committee is invited to:

2.1. Scrutinise and seek assurance on the Joint Working Arrangements audit report, attached as Appendix 1 to this report.

3. Background

3.1. In 2022/23 Azets undertook an audit for NHS Orkney in relation to Joint Working Arrangements as part of its 2022/23 internal audit plan.

3.2. While undertaking the internal audit the governance arrangements, agreement of objectives and monitoring and reporting of achievement of objectives were considered.

4. Audit Findings

4.1. The internal audit found areas of good practice and three improvement actions to strengthen joint working arrangements.

5. Contribution to quality

Please indicate which of the Orkney Community Plan 2023 to 2030 values are supported in this report adding Yes or No to the relevant area(s):

Resilience: To support and promote our strong communities.	No.
---	-----

Enterprise: To tackle crosscutting issues such as digital connectivity, transport, housing and fuel poverty.	No.
Equality: To encourage services to provide equal opportunities for everyone.	Yes.
Fairness: To make sure socio-economic and social factors are balanced.	No.
Innovation: To overcome issues more effectively through partnership working.	Yes.
Leadership: To involve partners such as community councils, community groups, voluntary groups and individuals in the process.	No.
Sustainability: To make sure economic and environmental factors are balanced.	No.

6. Resource and financial implications

6.1. There are no risk or equality implications directly arising as a result of this report.

7. Risk and equality implications

7.1. There are no risk or equality implications directly arising as a result of this report.

8. Direction required

Please indicate if this report requires a direction to be passed to:

NHS Orkney.	No.
Orkney Islands Council.	No.

9. Escalation required

Please indicate if this report requires escalated to:

NHS Orkney.	No.
Orkney Islands Council.	No.

10. Authors and contact information

10.1. Peter Thomas (Chief Finance Officer), Integration Joint Board. Email: peter.thomas@orkney.gov.uk, telephone: 01856873535 extension 2601.

10.2. Matthew Swann (Director), Azets. Email: matthew.swann@azets.co.uk, telephone: 01612451000.

11. Supporting documents

11.1. Appendix 1: Internal Audit – Joint Working Arrangements.



NHS Orkney

Internal Audit Report 2022/23

Joint Working Arrangements

November 2022



NHS Orkney

Internal Audit Report 2022/23

Joint Working Arrangements

Executive Summary	1
Management Action Plan	4
Appendix A – Definitions	9

Audit Sponsor	Key Contacts	Audit team
<i>Mark Doyle, Director of Finance</i>	<i>Meghan McEwan, Board Chair of NHS Orkney</i> <i>Stephen Brown, Chief Operating Officer of Integration Joint Board</i> <i>Mary Muir, Interim Director of Nursing</i>	<i>David Eardley, Head of Internal Audit</i> <i>Matthew Swann, Client Manager</i> <i>Natasha Williams, Internal Auditor</i>

Executive Summary

Conclusion

Our review has assessed the effectiveness of NHS Orkney's control framework in relation to the joint working arrangements with key partners. The Integration Joint Board (IJB) were identified as the key partner to NHS Orkney, with the responsibility of providing strategic direction to both the Health Board and Orkney Islands Council in the delivery of health and social care services.

The Orkney Health and Social Care Partnership's Strategic Plan sets out the direction of how the partnerships operate, but this plan, alongside the Strategic Delivery Plan, has not been approved and implemented in the expected timeframe, resulting in a lack of clarity of action to be taken to deliver services being communicated to NHS Orkney.

Further, we have identified that there is a lack of monitoring and reporting of Strategic Performance in relation to the shared objectives of the partnership, which is a potential consequence of delays in the agreement of the Strategic Delivery Plan.

Background and scope

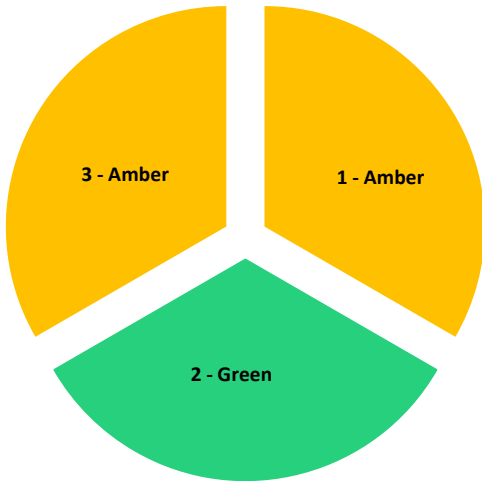
NHS Orkney works alongside health boards and other local organisations, including the local authority and the IJB, to provide integrated health and social care services to the local population.

In accordance with our 2022/23 internal audit plan, we have assessed the approach taken by NHS Orkney to joint working arrangements across Orkney, considering:

- Governance arrangements
- Agreement of objectives
- Monitoring and reporting of achievement of objectives

Control assessment

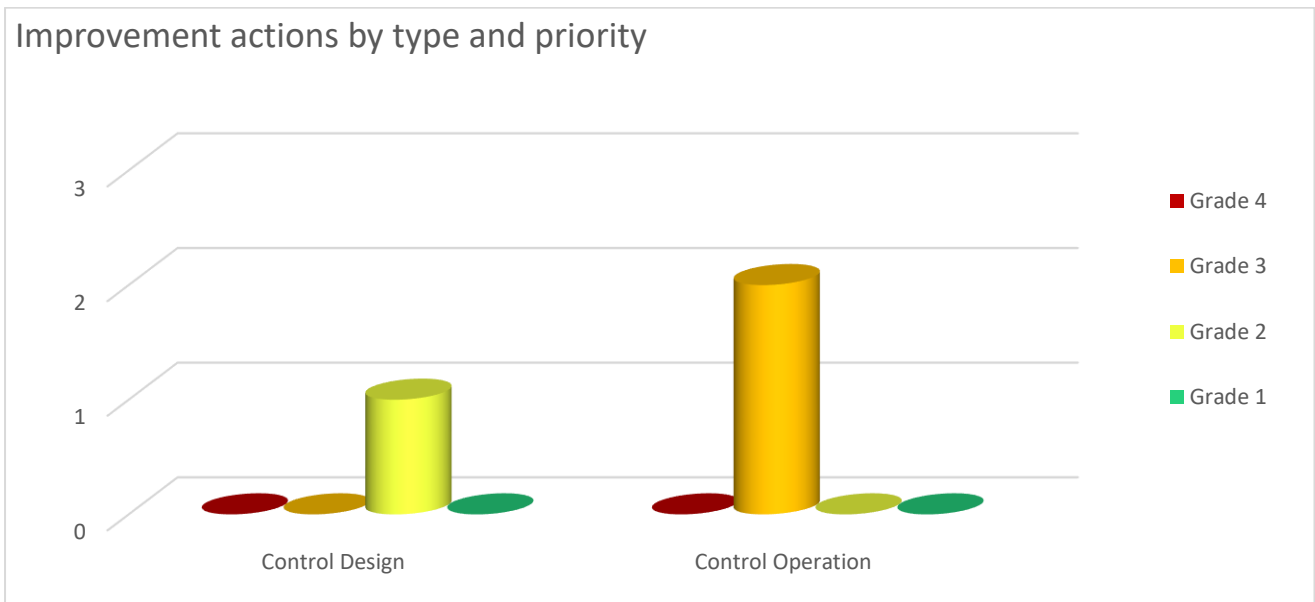
■ 1. There are mechanisms in place for building partnership arrangements with the IJB and the Council which include, establishing governance arrangements, defining shared objectives and agreeing deliverables.



■ 2. The objectives and outcomes of joint working with the IJB and the Council are clearly articulated and linked to strategic objectives.

■ 3. There is an agreed set of measures and targets to track progress against objectives

Improvement actions by type and priority



Three improvement actions have been identified from this review, two of which relate to compliance with existing procedures and one action related to design of controls. See Appendix A for definitions of colour coding.

Key findings

Good practice

There is a draft Strategic Plan for partnership working in place for 2022-25, with shared objectives that align to NHS Orkney's strategic objectives. However, as further explained below and in the Management Action Plan, there have been delays in the review and approval of the Strategic Plan and Strategic Delivery Plan that have impacted the effectiveness of delivery in practice.

Areas for improvement

We have identified areas for improvement which, if addressed, would strengthen NHS Orkney's control framework for Joint Working Arrangements. These include:

- The Orkney Health and Social Care Partnership's Strategic Plan and the Strategic Delivery Plan have not been approved and implemented in the expected timeframe.
- There has been very limited monitoring and reporting of Strategic Performance in relation to the shared objectives of the partnership that has been communicated to NHS Orkney#.

These are further discussed in the Management Action Plan below.

Impact on risk register

The NHS Orkney corporate risk register included the following risks relevant to this review:

- Risk 554: Failure to Meet Population Health Needs Resulting from Pandemic: 16
- Risk 902: NHS INOC Medical Cover: 25
- Risk 945: Transport vulnerability ferry services and flights: 16

Acknowledgements

We would like to thank all staff consulted during this review for their assistance and co-operation.

Management Action Plan

Control Objective 1: There are mechanisms in place for building partnership arrangements with the IJB and the Council which include, establishing governance arrangements, defining shared objectives and agreeing deliverables.



Amber

1.1 Strategic Commissioning Plan

Our testing confirmed that shared objectives have been identified within the Integration Joint Board's Strategic Plan 2022-25, as approved in June 2022.

There does however appear to be some confusion surround these shared objectives between contacts at NHS Orkney. Upon speaking with the Chair of the NHS Orkney Board, concerns were expressed related to the clarity of the commissioning strategy for the achievement of shared objectives as communicated by the IJB to NHS Orkney.

The Chief Operating Officer of the IJB confirmed that the commissioning strategy for the Strategic Plan 2022-25 is in draft form and has not yet been implemented. The Strategic Plan Delivery Plan for 2022-25 is scheduled to be approved in February 2023.

The parties responsible for achieving the shared objectives in the Strategic Plan for 2022-25 have not been defined in the Strategic Plan Delivery Plan.

Risk

If there is no clear Strategic Delivery Plan that clearly defines the roles and responsibilities of those responsible for achieving shared objectives, there is a risk that parties within the Orkney Health and Social Care Partnership may not appropriately deliver on the shared objectives as expected or in a sufficiently efficient manner, resulting in ineffective provision of integrated healthcare.

Recommendation

NHS Orkney should feedback to the IJB that both the Strategic Plan and Delivery Plan developed for the Orkney Health and Social Care Partnership should be approved and implemented at the start of each financial year. By ensuring these plans are in place and appropriately communicated to all relevant stakeholders, it will allow for clearer direction on the delivery of the shared strategic objectives from the key partners in the partnership. The Delivery Plan 2022-25 should also include the roles and responsibilities of those responsible for achieving these shared objectives.

Grade 3
(Operation)

Management Action

Having read the above stated I am in agreement that I will action the plan as set out above to ensure communication channels and engagement from key stakeholders is affected.

Action owner: Director of Nursing and Acute Services

Due date: 30 June 2023

1.2 Accessibility of Documentation

The Orkney Integration Scheme (last updated in August 2021) is a vital document asserting the agreement for the integration of the planning and delivery of health and social care services between NHS Orkney, Orkney Islands Council and the IJB, setting out the legal obligations of each of the parties in providing integrated services, including strategic planning, performance targets, and reporting arrangements.

Upon request during the audit, it was highlighted that relevant important documentation referred to within the scheme were not readily not accessible by contacts at NHS Orkney such as the management structure, levels of authority, and training plans as these are held by the Partnership.

Risk

If documentation is not accessible by all three parties to the integration scheme, there is a risk that key information may not be available to staff members when it is needed, resulting in a inefficient or ineffective action taken in response to actions arising.

Recommendation

All key documentation referred to across the Orkney Health and Social Care Integration Scheme should be accessible and readily available to members from each of the three parties in the partnership, including NHS Orkney colleagues.

Management Action

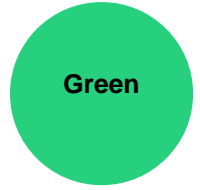
Grade 2
(Design)

Documentation will be shared and/or readily available as stated above to ensure visibility across all partners.

Action owner: Director of Nursing and Acute Services

Due date: 1 March 2023

Control Objective 2: The objectives and outcomes of joint working with the IJB and the Council are clearly articulated and linked to strategic objectives.



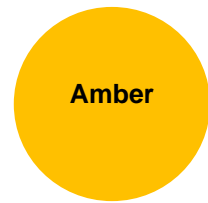
No reportable weaknesses identified

Our review of the Joint Working Arrangements between NHS Orkney and key partners confirmed that shared objectives have been identified within the Integration Joint Board's Strategic Plan for the years 2022-25. The priorities are aligned with NHS objectives through consideration of themes which had been highlighted in 5 consultations:

- NHS Orkney Clinical Strategy 2022 – 2027.
- The Island Wellbeing Survey 2022.
- The Draft Child Poverty Strategy 2022 – 2026.
- The Orkney Mental Health Strategy 2020 – 2025.
- Dementia Strategy 2020 – 2025

We confirmed with key contacts within NHS Orkney and the IJB that their roles and responsibilities for managing working relationships was appropriately articulated through both Terms of Reference in the relevant sub-committees, and their job descriptions.

Control Objective 3: There is an agreed set of measures and targets to track progress against objectives.



3.1 Strategic Performance Monitoring

There is currently a lack of strategic monitoring and reporting in relation to the shared objectives across the partnership.

NHS Orkney Board meetings occur on a bi-monthly basis. As part of these meetings, the Board is updated with a Performance Management report. We confirmed that this report is based on NHS Orkney's Performance and does not overtly link to the shared strategic objectives with the IJB.

The Chief Operating Officer of the IJB confirmed that the newly developed Performance and Audit Committee will become the main method for reporting on strategic performance related to joint working on a quarterly and annual basis. The most recent reports from this committee have been primarily operational in nature. (We were advised that this was due to the Strategic Plan for 2022-25 and the Delivery Plan 2022-225 not being approved and implemented on time).

Risk

If there is a lack of monitoring and reporting on the shared objectives of the partnership, there is a risk that the objectives of the partnership may not be met.

Recommendation

It is important for more robust and proactive performance monitoring, such as the intention for plans to monitor and report on strategic performance via the newly updated IJB Performance and Audit Committee. This should be appropriately communicated to key stakeholders within the partnership to ensure all the relevant members of the partnership is aware of plans; how this is then reported back into the governance structure of NHS Orkney should be overtly confirmed..

We also recommend that the strategic and supplemental commissioning strategic plan be approved and implemented at the beginning of the Financial Year (see MAP1.1 for further details).

Management Action

Grade 3
(Operation)

Agree that this requires action and a plan of delivery will be set out to ensure assurance and monitoring.

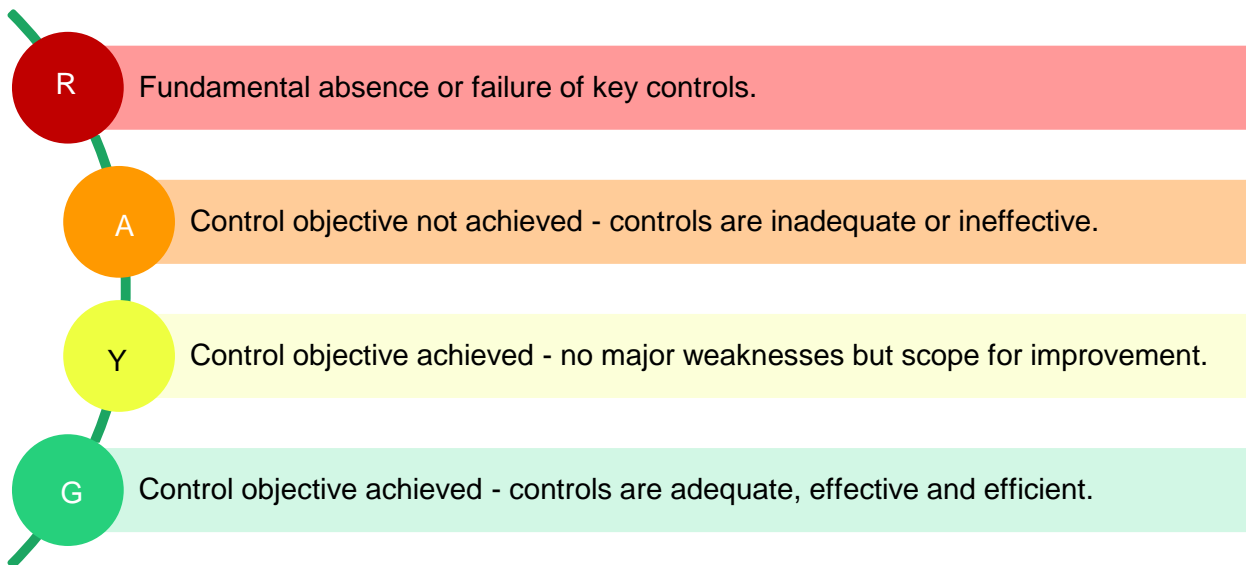
Agree that strategic and supplemental commissioning will be approved and implemented prior to the 31 March 2023.

Action owner: Director of Nursing and Acute Services

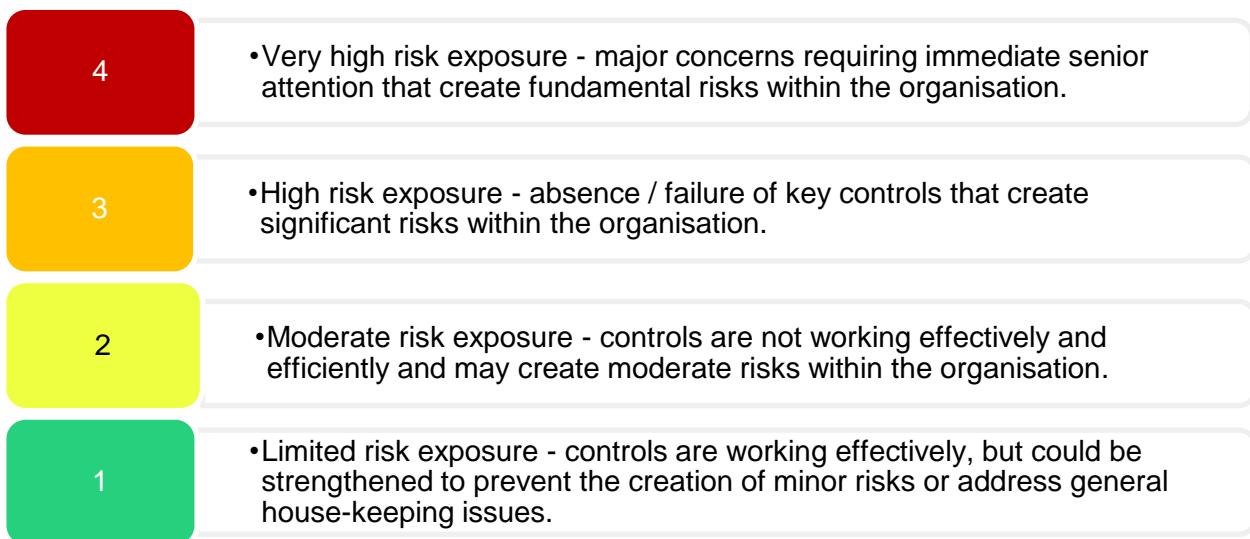
Due date: 31 March 2023

Appendix A – Definitions

Control assessments



Management action grades



© Azets 2022. All rights reserved. Azets refers to Azets Audit Services Limited. Registered in England & Wales
Registered No. 09652677. VAT Registration No. 219 0608 22.

Registered to carry on audit work in the UK and regulated for a range of investment business activities by the Institute
of Chartered Accountants in England and Wales.