

Meeting of South Ayrshire Health and Social Care Partnership	Integrated Joint Board
Held on:	11th September 2024
Agenda Item:	16
Title:	Audit Scotland Report on IJB's Finance and Performance 2024 (sector – wide report)
Summary:	
<p>The purpose of this report is to present the findings and recommendations included in the Accounts Commission's report prepared by Audit Scotland on IJB's Finance and Performance 2024 published in July 2024.</p>	
Author:	Lisa Duncan, Chief Finance Officer
Recommendations:	
<p>It is recommended that the IJB</p> <ul style="list-style-type: none"> i. Note the findings and recommendations from Audit Commissions report ii. Notes the actions that have taken place or will be progressed in line with the recommendations 	
Route to meeting:	
Performance and Audit Committee – 6 th August 2024	
Implications:	
Financial	<input type="checkbox"/>
HR	<input type="checkbox"/>
Legal	<input type="checkbox"/>
Equalities	<input type="checkbox"/>
Sustainability	<input type="checkbox"/>
Policy	<input type="checkbox"/>
ICT	<input type="checkbox"/>

AUDIT SCOTLAND REPORT – IJB’S FINANCE AND PERFORMANCE 2024

1. PURPOSE OF REPORT

- 1.1 The purpose of this report is to present the findings and recommendations included in the Accounts Commission’s report prepared by Audit Scotland on IJB’s Finance and Performance 2024 published in July 2024.

2. RECOMMENDATION

2.1 It is recommended that the Integration Joint Board

- i. Note the findings and recommendations from Audit Commissions report.**
- ii. Notes the actions that have taken place or will be progressed in line with the recommendations.**

3. BACKGROUND INFORMATION

- 3.1 The Accounts Commission have published annual reports on the financial position of IJB’s. Previous years reports [IJB’s Financial Analysis 2020-21](#) and [IJB’s Financial Analysis 2021-22](#).
- 3.2 Prior year’s reports highlighted IJB surpluses and reserves positions doubling largely due to additional Covid-19 funding. The medium term and longer financial outlook was reliant on IJB’s utilising reserves and delivering on savings to bridge the funding gap.
- 3.3 The report relates to IJB’s finance and performance only. The work does not comment on the work of Council’s, NHS or the Scottish Government or make recommendations to these bodies. Future reports will expand the scope to include these bodies recognising the wider system.

4. REPORT

- 4.1 The Accounts Commission published [IJB’s Finance and Performance 2024](#) in July 2024. Included in Appendix One. Included in this year’s annual report is a high-level analysis of IJB’s commenting on: -
- The financial performance of IJBs in 2022-23 and the financial outlook for IJB’s in 2023-24 and beyond.
 - Performance against national health and wellbeing outcomes and targets alongside other publicly available performance information.
 - A spotlight focus on commissioning and procurement of social care.
- 4.2 Key messages included in the report are:-

- IJB's face uncertainties and challenges from an increase in demand, growing level of unmet need and more complex needs, sustaining the workforce alongside increasing funding pressures.
- Lack of evidence in shift in the balance of care from hospitals to communities as intended from the creation of the IJB's. Whole system collaborative working is needed as part of a clear national strategy for health and social care.
- The workforce is under immense pressure, difficulties in recruiting and retaining a skilled workforce.
- Uncertainty of National Care Service plans and continued instability of leadership in IJB's have contributed to the difficult context for planning and delivering effective services.
- Financial Outlook for IJBs continues to weaken with indications of challenging times ahead. Financial pressures from rising inflation, pay uplifts, Covid-19 legacy costs.
- Data Quality and availability is insufficient to fully assess the performance of IJB's and inform how to improve outcomes to people who use services and a lack of joined up data sharing.
- Current Commissioning and procurement practices are driven largely by budgets, competition, and cost rather than outcomes for people.

4.3 The report included recommendations for IJB's and IJB member questions designed for IJB's to consider their financial and performance position. The following section will review each recommendation and provide actions for South Ayrshire IJB to note and consider taking forward.

Recommendation 1

4.4 Ensure Medium Term Financial Plans are up to date and reflect all current known and foreseeable costs to reflect short and longer-term financial sustainability challenge.

4.4.1 Action - South Ayrshire IJB Medium Term Financial Forecast 2024-2028 to be updated in 2024-25 following publication of the Scottish Government's Health and Social Care Medium Term Financial Framework due this year.

Recommendation 2

4.5 Ensure that the annual budgets and proposed savings are achievable and sustainable. The budget process should involve collaboration and clear conversations with IJB partners, workforce, people who use services and other stakeholders around the difficult choices required to achieve financial sustainability.

4.5.1 Action – Budget savings for 2024-25 are achievable, process included meetings with partners and workforce. Factor into the budget planning process for 2025-26 other stakeholder involvement, proposals to be discussed at IJB Budget Working Group.

Recommendation 3

4.6 Work collaboratively with other IJBs and partners to systematically share learning to identify and develop: -

- Service redesign focused on early intervention and prevention.
- Approaches focused on improving the recruitment and retention of the workforce.

4.6.1 Action - Development in both these areas is well established within South Ayrshire.

4.6.2 Redesign within Children and Families services in early intervention and prevention ways of working eg. Signs of Safety, Whole Family Wellbeing Approaches resulting in significant reduction in need for Out with authority care.

4.6.3 Within Community Care and Health early intervention approaches now embedded as business as usual include a RUNAT (Review Unmet Need Assessment Team), reablement team, frailty team, intermediate care unit providing reablement following hospital admission preventing need for extensive care at home packages.

4.6.4 Approaches to improving the recruitment and retention of the workforce have been developed in collaboration with University of West of Scotland, providing opportunities to students to work in care sector whilst studying, developing our own inhouse staff including provision of training to develop skills into qualified roles.

Recommendation 4

4.7 Work collaboratively with other IJBs and partners to understand what data is available and how it can be developed and used to fully understand and improve outcomes for those using IJB commissioned services. This should include a consideration of gaps in data. It should also include consideration of measures to understand the impact of preventative approaches.

4.7.1 Action – Work has been progressing over the last year working collaboratively with partners to improve on data availability and improvements made to performance reports. Business Intelligence Team Leader continues to develop performance information at all levels.

Recommendation 5

4.8 Evaluate whether the local commissioning of care and support services, and the contracting of these services, adheres to the ethical commissioning and procurement principles, improving outcomes for people.

4.8.1 Action – The IJB implemented a quality assurance framework and to support the implementation of this a new quality assurance administration support role was also created. Regular reports are taken to Community Services Oversight Group on externally commissioned to offer assurance, along with Care Inspectorate findings which allow targeted supportive measures to be considered when appropriate.

4.8.2 The commissioning team are supported by South Ayrshire Council's procurement team for the administrative element of contracting. Their

expertise strengthens the approach taken to commission and procure services ethically.

5. STRATEGIC CONTEXT

5.1 This report aligns with IJB Strategic Priority “We are ambitious and effective partnership”.

6. IMPLICATIONS

6.1 Financial Implications

6.1.1 There are no specific financial implications with this report.

6.2 Human Resource Implications

6.2.1 There are no human resource implications with this report.

6.3 Legal Implications

6.3.1 There are no legal implications within this report.

6.4 Equalities implications

6.4.1 There are no equalities implications within this report.

6.5 Sustainability implications

6.5.1 There are no environmental sustainability implications within this report.

6.6 Clinical/professional assessment

6.6.1 The report has been completed by CFO in a professional capacity.

7. CONSULTATION AND PARTNERSHIP WORKING

7.1 N/A

8. RISK ASSESSMENT

8.1 Financial Sustainability is included in the IJB’s Risk Register.

APPENDICES

Appendix 1 - Integration Joint Boards Finance and Performance 2024 –
available as separate document

BACKGROUND PAPERS

N/A



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16th August 2024