

APPENDIX 1



Review of Progress with Integration of Health and Social Care

Health and Social Care Moray

Improvement Plan

2021-2023

Name of Partnership	Moray
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Y = Previous Rating (2019)
G = Rating agreed by MIJB April 2021
A = agreed by MIJB January 2022
RED TEXT = 'Timescale for Delivery' column - Review and Update as at September 2023

Key Feature 1
Collaborative leadership and building relationships

Proposal 1.1
All leadership development will be focused on shared and collaborative practice.

Rating Descriptor	Not yet established	Partly established	Established	Exemplary
Indicator	Lack of clear leadership and support for integration.	Leadership is developing to support integration.	Leadership in place has had the ability to drive change with collaboration evident in a number of key areas. Some shared learning and collaborative practice in place.	Clear collaborative leadership is in place, supported by a range of services including HR, finance, legal advice, improvement and strategic commissioning. All opportunities for shared learning across partners in and across local systems are fully taken up resulting in a clear culture of collaborative practice.
Our Rating		Y	G	

Improvement Action	Comment / How we will Deliver	Timescale for Delivery
Mechanism to be developed to ensure corporate support systems are adequate and appropriate in the LA and NHS both supporting the IJB and identifying activities where a multi-agency approach could be explored.	An assessment will be undertaken with regards to the level of support required and a review of the current arrangements. Discussions to be had with both senior teams to agree a position as some gaps remain.	December 2021 Formal agreement around corporate support is not yet in place. Through regular performance meeting with the two partner Chief Exec's informal offers of support are made
		Commitment around partnership strengthened through the NE groups that have evolved.
Strengthen connections across the partnership to ensure meaningful understanding and collaboration throughout all organisations.	Cross partnership meeting arrangements have been strengthened by extending the membership of the existing groups to include the Co-Chairs of	Already in place and under regular review. Last reviewed Q4 20/21, and further

		the IJB, CEO's NHS and Council and finance leads across the 3 organisations. The Terms of Reference are kept under regular review.	refinement which is maturing the relationships. Completed
	Build on the confidence of HSCP delivery to support the NHS Grampian leadership of acute portfolios.	Interim arrangements for the leadership of the acute portfolio through HSCPs, with the development of a clear plan for how pathway management can be mainstreamed across Grampian.	June 2021 Portfolio leadership arrangements to be reviewed in January 2022 with a view to making these permanent arrangements. Now permanent arrangement.
	Continue to build on the good partnership relationships that exist	Good cross partnership relationships already in place and strengthened over the last year. Good focus, as part of our Covid recovery, to ensure these relationships are protected and developed.	Ongoing

Proposal 1.2				
Relationships and collaborative working between partners must improve				
Rating	Not yet established	Partly established	Established	Exemplary
Indicator	Lack of trust and understanding of each other's working practices and business pressures between partners.	Statutory partners are developing trust and understanding of each other's working practices and business pressures.	Statutory partners and other partners have a clear understanding of each other's working practices and business pressures – and are working more collaboratively together.	Partners have a clear understanding of each other's working practices and business pressures and can identify and manage differences and tensions. Partners work collaboratively towards achieving shared outcomes. There is a positive and trusting relationship between statutory partners clearly manifested in all that they do.
Our Rating			Y	
			G	
Improvement Action		Comment / How we will Deliver		Timescale for Delivery
	The North East Wide Transformation Groups bring together the LA CEOs and NHSG CEO with the 3 HSCP CO's, and separately the IJB Chairs and Vice Chairs with COs. The joint working continues to develop, and further evaluation of outcomes will instil greater confidence to share risk and transform services to better meet need.	The 3 COs have commissioned evaluation of Home First, which will be shared with the North East Groups. The progression of pathway management and CO leadership of acute portfolios will create a more mature dynamic around whole systems working.		June 2021 Complete
	Further work required to ensure transparency and improvement mechanisms on health and social care business within the wider organisation of the LA.	Agreement on items to be taken to CMT/SMT in the Council to ensure greater awareness and involvement in HSCP matters. More opportunities for Councillors to be briefed on the work of the HSCP.		December 2021 Potential to develop further with a good level of briefings in Q3 21/22 by officers in the HSCP Minutes of IJB meetings now moved to being substantive item in Council meetings, rather than

			for noting. Chief Officer formally presents draft Cos report at each cycle to CMT.
	Involvement and engagement in community planning has improved and we would aim to develop this further	IJB Chair member of the Community Planning Partnership Board (CPPB) CO in attendance at CPPB, member of Community Planning Officers Group and Chief Officers Group, and CO leading on sections of the Local Outcome Improvement Plan.	In place
	Process underway to plan collaboratively across the health and social care system in relation to the unscheduled care delegated pathways with the aim of reshaping services and shifting the balanced of care	Strategic Reviews underway in relation to specific delegated pathways, applying an agreed planning methodology signed off by IJBs. Regular meeting established pan-Grampian involving CEOs, NHS/Council and CO as well as finance leads with scrutiny of pathway work.	In place
	Improve information sharing between MIJB Members' and partner organisations	The re-introduction of briefings (medium to be determined) to Elected Members and Community Planning Partners to support	July 2021 The Chief Officer has co-ordinated a number of briefings to Members, with a more structured approach to be developed in 2022. Member briefings have continued and opportunity to do more.

Proposal 1.3				
Relationships and partnership working with the third and independent sectors must improve				
Rating	Not yet established	Partly established	Established	Exemplary
Indicator	Lack of engagement with third and independent sectors.	Some engagement with the third and independent sectors.	Third and independent sectors routinely engaged in a range of activity and recognised as key partners.	Third and independent sectors fully involved as partners in all strategic planning and commissioning activity focused on achieving best outcomes for people. Their contribution is actively sought and is highly valued by the IJB. They are well represented on a range of groups and involved in all activities of the IJB.
Our Rating			Y	
			G	
Improvement Action		Comment / How we will Deliver		Timescale for Delivery
	Continue to assess relationships with the third and voluntary sectors to ensure effectiveness and appropriate engagement.	Further discussions underway to agree the improvement required and take action.		December 2021 Not yet achieved – will follow the development session in Feb 2022 This is a key priority for HSCM delivery plan. Regular meetings with TSI Moray are to be reinitiated.
	Strengthen locality planning arrangements to ensure ongoing engagement and involvement with third, independent and community groups in future community planning.	Parts of the operational portfolio have shifted to a local configuration with single management arrangements. This was implemented at the end of 2019 and continues to develop		December 2021 Locality planning being prioritised with Locality Managers leading the process to develop plans.

		Plans for adult services to join in the Local Management Groups and network groups to ensure coherence with Community Planning and Children's services in relation to locality work. Third sector involvement to increase through localities, for both adult and children's services.	Locality plans have been developed and published. Progress on the plans are reported to MIJB on a quarterly basis. Discussions are on going to more closely align H&SC, Childrens Services and Moray Council locality planning structures to maximise community engagement and staffing resources
	Development Session to be delivered to identify specific improvement opportunities to support the change from transactional relationships to a co-produced arrangement.	A strengthening of understanding is required around what makes up these sectors to support efficient and meaningful connection and to embed understanding around the potential added value that can be achieved. Clear roles and responsibilities to be determined	August 2021 We continue to meet with stakeholders since this action was agreed. Development Session now to be held in February 2022 Third sector reps support the strategic planning and commissioning group.
	Strategic Planning & Commissioning Group to be re-established and refreshed	Define clear methodology, ensuring third sector participation and representation is appropriate, relevant and responsibilities are clear.	July 2021 Complete – this group has been refreshed with a revised ToR and membership. The SPCG has met in September and December 2021.

**Key Feature 2
Integrated finances and financial planning**

**Proposal 2.1
Health Boards, Local Authorities and IJBs should have a joint understanding of their respective financial positions as they relate to integration**

Rating	Not yet established	Partly Established	Established	Exemplary
Indicator	Lack of consolidated advice on the financial position of statutory partners' shared interests under integration.	Working towards providing consolidated advice on the financial position of statutory partners' shared interests under integration.	Consolidated advice on the financial position on shared interests under integration is provided to the NHS/LA Chief Executive and IJB Chief Officer from corresponding financial officers when considering the service impact of decisions.	Fully consolidated advice on the financial position on shared interests under integration is provided to the NHS/LA Chief Executive and IJB Chief Officer from corresponding financial officers when considering the service impact of decisions. Improved longer term financial planning on a whole system basis is in place.
Our Rating			Y	
			G	

Improvement Action	Comment / How we will Deliver	Timescale for Delivery
From April 2019 the LA Chief Financial Officer has attended the quarterly performance meetings scheduled between IJB Chair and Vice-Chair, CO and CFO, LA & NHS Chief Executive and NHS Director of Finance.	This action to strengthen arrangements is now embedded and regular meetings are held to fulfil this function. Meetings were less frequent at some points during the Covid-19 response but have now resumed at regular intervals	In place
Ensure up to date financial information is shared for all parties to create a joint understanding of financial positions. Budget setting is also a key time to ensure robust conversations are had	This is captured throughout the year at financial performance reviews and the sharing of information amongst the finance leads for the 3 partner organisations and wider management teams	In place

	More frequent financial planning updates to enable partners to understand MIJB financial position and longer term plans.	Change frequency of review of Medium Term Financial Strategy	March 2022 A revised interim MTFS will be presented alongside the Budget .
			This was again updated in March 2023

Proposal 2.2				
Delegated budgets for IJBs must be agreed timeously				
Rating	Not yet established	Partly Established	Established	Exemplary
Indicator	Lack of clear financial planning and ability to agree budgets by end of March each year.	Medium term financial planning is in place and working towards delegated budgets being agreed by the Health Board, Local Authority and IJB by end of March each year.	Medium term financial and scenario planning in place and all delegated budgets are agreed by the Health Board, Local Authority and IJB by end of March each year.	Medium to long term financial and scenario planning is fully in place and all delegated budgets are agreed by the Health Board, Local Authority and IJB as part of aligned budget setting processes. Relevant information is shared across partners throughout the year to inform key budget discussions and budget setting processes. There is transparency in budget setting and reporting across the IJB, Health Board and Local Authority.
Our Rating			Y	
			G	
Improvement Action		Comment / How we will Deliver		Timescale for Delivery
	Continuous dialogue throughout the year between all partners to ensure a robust and timeous process surrounding budget setting. As at April 2021, the IJB has always met its statutory duty in setting its revenue budget by 31 March each year.	Timelines for budget agreement and alignment of decision making in place strengthened by meeting arrangements and agreements put in place in 2019.		In place
	Ensure greater scrutiny around savings plans	Audit Performance and Risk Committee to review budget savings and report back to MIJB		To commence as part of 2021/22 reporting Given the financial position and uncertainty around budgets, reporting has remained with the

			MIJB in this current financial year.
			This has continued to remain with the MIJB due to the financial position in 23/24

Proposal 2.3
Delegated hospital budgets and set aside budget requirements must be fully implemented

Rating	Not yet established	Partly Established	Established	Exemplary
Indicator	Currently have no plan to allow partners to fully implement the delegated hospital budget and set aside budget requirements.	Working towards developing plans to allow all partners to fully implement the delegated hospital budget and set aside budget requirements, in line with legislation and statutory guidance, to enable budget planning.	Set aside arrangements are in place with all partners implementing the delegated hospital budget and set aside budget requirements. The six steps for establishing hospital budgets, as set out in statutory guidance, are fully implemented.	Fully implemented and effective arrangements for the delegated hospital budget and set aside budget requirements, in line with legislation and statutory guidance. The set aside budget is being fully taken into account in whole system planning and best use of resources.
Our Rating		Y		
		G		

Improvement Action		Comment / How we will Deliver	Timescale for Delivery
	The North East System Wide Transformation Group continues to meet. One of the original aims of this group consisting of 3 LA and the NHSG Chief Exec's, IJB CO's and finance leads was to provide a mechanism to progress the implementation of set aside budgets. The group will continue to have oversight of service reviews, and will develop the joint working arrangements to include how COs managing acute portfolios can enhance whole system working.	Regular meetings have continued although the focus during the pandemic has changed to address current issues supporting wider decision making. The focus on Home First has created a shared vision and expectation that will create the conditions for how resources can shift in the future, including the set aside budgets. A key component for these reviews will be to identify the resources committed to the current model and the resources required to support the redesign and service model identified through the strategic review process. These will enable plans	In place and ongoing

		to be developed for changing use of resources linked to redesign and agreed outcomes. It would be through this approach that agreement will be reached in terms of resource allocation.	
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Proposal 2.4				
Each IJB must develop a transparent and prudent reserves policy				
Rating	Not yet established	Partly Established	Established	Exemplary
Indicator	There is no reserves policy in place for the IJB and partners are unable to identify reserves easily. Reserves are allowed to build up unnecessarily.	A reserves policy is under development to identify reserves and hold them against planned spend. Timescales for the use of reserves to be agreed.	A reserves policy is in place to identify reserves and hold them against planned spend. Clear timescales for the use of reserves are agreed, and adhered too.	A clear reserves policy for the IJB is in place to identify reserves and hold them against planned spend and contingencies. Timescales for the use of reserves are agreed. Reserves are not allowed to build up unnecessarily. Reserves are used prudently and to best effect to support full implementation the IJB's strategic commissioning plan.
Our Rating			Y	
			G	
Improvement Action		Comment / How we will Deliver		Timescale for Delivery
	Difficulty in holding general reserves due to the Integration Scheme and the requirement to call on reserves.	Continue to review the Reserves Policy as agreed by the IJB		Next review required no later than March 2022 Complete - Review to be presented to MIJB January 2022 Reviewed on an annual basis Complete
	Earmarked reserves will be created appropriately as part of the 20/21 annual accounts process.	The will form part of the close-down process and production on annual accounts for 2020/21		Draft Accounts 30 June 2021 Final Accounts 30 November 2021 Complete

Proposal 2.5				
Statutory partners must ensure appropriate support is provided to IJB S95 Officers.				
Rating	Not yet established	Partly Established	Established	Exemplary
Indicator	IJB S95 Officer currently unable to provide high quality advice to the IJB due to a lack of support from staff and resources from the Health Board and Local Authority.	Developments underway to better enable IJB S95 Officer to provide good quality advice to the IJB, with support from staff and resources from the Health Board and Local Authority ensuring conflicts of interest are avoided.	IJB S95 Officer provides high quality advice to the IJB, fully supported by staff and resources from the Health Board and Local Authority and conflicts of interest are avoided. Strategic and operational finance functions are undertaken by the IJB S95 Officer. A regular year-in-year reporting and Forecasting process is in place.	IJB S95 Officer provides excellent advice to the IJB and Chief Officer. This is fully supported by staff and resources from the Health Board and Local Authority who report directly to the IJB S95 Officer on financial matters. All strategic and operational finance functions are integrated under the IJB S95 Officer. All conflicts of interest are avoided.
Our Rating		Y	G	
Improvement Action		Comment / How we will Deliver		Timescale for Delivery
	Ultimate aim would always be for the IJB S95 Officer to have both strategic and operational responsibility for finance staff in the LA and NHS. This is unlikely due to financial constraints and shrinking workforces.	Whilst the improvement action is considered the ideal position, the difficulty is recognised. The IJB CFO has excellent working relationships with key finance personnel of both the health board and local authority and manages this situation to ensure the IJB remain well-informed. The appointment of an independent CFO to the IJB in August 2017 ensures conflicts of interest are avoided		In place
	CFO to continue to build strong working relationships	CFO's commitment to partnership working and excellent working relationships ensures progressive approach and full transparency.		Complete and Ongoing

Proposal 2.6

IJBs must be empowered to use the totality of resources at their disposal to better meet the needs of their local populations.

Rating	Not yet established	Partly Established	Established	Exemplary
Indicator	Total delegated resources are not defined for use by the IJB. Decisions about resources may be taken elsewhere and ratified by the IJB.	Total delegated resources have been brought together in an aligned budget but are routinely treated and used as separate health and social care budgets. The totality of the budget is not recognised nor effectively deployed.	Total delegated resources are effectively deployed as a single budget and their use is reflected in directions from the IJB to the Health Board and Local Authority.	Total delegated resources are effectively deployed as a single budget and their use is reflected in directions from the IJB to the Health Board and Local Authority. The IJB's strategic commissioning plan and directions reflect its commitment to ensuring that the original identity of funds loses its identity to best meet the needs of its population. Whole system planning takes account of opportunities to invest in sustainable community services.
Our Rating		Y	G	

Improvement Action	Comment / How we will Deliver	Timescale for Delivery
Better use of directions. Detail needs to be enhanced in order to facilitate appropriate action.	Directions will be revised to contain more specific information around allocation of resources to encourage greater scrutiny and responsibility from our supporting committees	December 2021 Delayed – development session planned for February 2022 ahead of planned implementation for 1 April 2022
		Directions amended for 22/23 and reported 6 monthly to Committee. Complete
The revised Strategic Plan was approved by the IJB in October 2019 and launched in December of that year. It was prepared on the basis of a single budget.	10 year Strategic Plan launched formally in December 2019. Post Covid the Strategic Plan should be reviewed, to reflect the transformational	In place Review required by October 2021

		changes over the last 12 months, and to reflect the changing profile of need.	Delayed - High level review to be carried out by September 2022 Strategic plan was updated in 2022/23
	The medium term financial strategy was approved in October 2019 and was prepared to facilitate a single budget.	There is now a requirement to review the Medium term financial strategy	March 2022 Reviewed again March 2023 and Nov 2023. Completed
	The Strategic Planning functions need to be re-invigorated post Covid, using learning from the past 12 months to refocus on the longer term recovery of community and services.	Review as part of the remobilisation process, linking to Community Planning and the recovery plans of the LA and NHS.	July 2021 Delayed - Resurgence of covid delaying this, however in the preceding interim period the Strategic Planning and Commissioning Group has been reinstated. Innovative activity has taken place to support redesign post Covid for building based day services to support choice and control with changes in behaviours due to Covid closures.
	Evaluate the effectiveness of the IJB decision to invest in Discharge to Assess activities, and where the positive impacts are in other parts of the system.	Review part of the IJB approval process	October 2021 A report is being presented to the MIJB in January 2022 Further evaluation, including Day of Care Audit to identify successes and challenges. Hospital at Home workstream continues to be developed.

	<p>The care for the elderly, palliative care and mental health strategic reviews to inform the future funding requirements to support its implementation and ensure resources are aligned to any revisions to current service configuration, Respiratory will be undertaken in autumn 2019 and rehabilitation medicine, A&E services and general medicine will likely be undertaken during 2020.</p>	<p>As Above –finance discussions to be worked through within the structures created cross system</p>	<p>March 2020 Reviews have driven investment decisions, with dis-investment being part of the case as outcomes are achieved. Our delivery models are becoming more aligned to the ambitions in the MIJBs Strategic Plan eg. Hospital without Walls.</p> <p>Portfolio approach and work with DHI is supporting the evaluation of current ways of working, and redesign to improve outcomes. More work happening at a north-east level, such as co-ordination of Hospital without Walls.</p>
	<p>MIJB to be an active member in community planning</p>	<p>Review the Strategic Planning Commissioning Group to strengthen the links between Community Planning and IJB.</p>	<p>August 2021 A review of the Terms of Reference including membership and remit has taken place and 2 meetings have now been held of the refreshed group (Sept and Dec 2021)</p> <p>SPCG members now include CPP including housing, third sector and CO attends CPP Board.</p>

Key Feature 3
Effective strategic planning for improvement

Proposal 3.1
Statutory partners must ensure that Chief Officers are effectively supported and empowered to act on behalf of the IJB.

Rating	Not yet established	Partly Established	Established	Exemplary
Indicator	Lack of recognition of and support for the Chief Officer's role in providing leadership.	The Chief Officer is not fully recognised as pivotal in providing leadership. Health Board and Local Authority partners could do more to provide necessary staff and resources to support Chief Officers and their senior team.	The Chief Officer is recognised as pivotal in providing leadership and is recruited, valued and accorded due status by statutory partners. Health Board and Local Authority partners provide necessary resources to support the Chief Officer and their senior team fulfil the range of responsibilities	The Chief Officer is entirely empowered to act and is recognised as pivotal in providing leadership at a senior level. The Chief Officer is a highly valued leader and accorded due status by statutory partners, the IJB, and all other key partners. There is a clear and shared understanding of the capacity and capability of the Chief Officer and their senior team, which is well resourced and high functioning.
Our Rating		Y	G	

Improvement Action	Comment / How we will Deliver	Timescale for Delivery
Support the NHS Grampian leadership of acute portfolios through the Chief Officer.	Through the Chief Officer, the wider team of the HSCP will continue to develop pathways that span across traditional boundaries, using the Home First approach.	June 2021 Complete and ongoing
The Chief Officer will work with the CEO of the LA and NHS to develop a case for the potential delegation of Children's Social Work and Criminal Justice to the IJB.	The Chief Officer chairs the Programme Board, and will work collaboratively with a range of stakeholders, including the 2 CEOs, to improve services and to reach a decision point.	October 2021 - Delayed This work has continued with development sessions planned for elected Members, NHS Board Members and MIJB Members in January and February 2022. It is

			<p>recognised that there could be delays due to the emerging situation around the Omicron variant and the pressures of Winter on the system</p>
			<p>Was delegated to MIJB in March 2023. Complete</p>

Proposal 3.4				
Improved strategic planning and commissioning arrangements must be put in place.				
Rating	Not yet established	Partly Established	Established	Exemplary
Indicator	Integration Authority does not analyse and evaluate the effectiveness of strategic planning and commissioning arrangements. There is a lack of support from statutory partners.	Integration Authority developing plans to analyse and evaluate the effectiveness of strategic planning and commissioning arrangements. The Local Authority and Health Board provide some support for strategic planning and commissioning.	Integration Authority has undertaken an analysis and evaluated the effectiveness of strategic planning and commissioning arrangements. The Local Authority and Health Board provide good support for strategic planning and commissioning, including staffing and resources which are managed by the Chief Officer.	Integration Authority regularly critically analyses and evaluates the effectiveness of strategic planning and commissioning arrangements. There are high quality, fully costed strategic plans in place for the full range of delegated services, which are being implemented. As a consequence, sustainable and high quality services and supports are in place that better meet local needs. The Local Authority and Health Board provide full support for strategic planning and commissioning, including staffing and resources for the partnership, and recognise this as a key responsibility of the IJB.
Our Rating			Y	
			G	
Improvement Action		Comment / How we will Deliver	Timescale for Delivery	
	Mechanisms to be established to facilitate cross-referencing of priorities where appropriate.	Strategic Planning Group will review cross referencing	Nov 2021 As at January 2022 this work has still to be progressed	
			Commissioning and Procurement plan to be agreed under delivery plan Through Infrastructure board	
	Development of infrastructure strategies that link physical assets to service models and pathways.	Better linkages between HSCP and LA and NHS, with a clear line of sight to the LA and NHS Asset Management Processes.	Dec 2021 We are developing the Keith Health Centre project as a test of	

			change, with a focus on modelling infrastructure needs based on future models of care that reflect our strategic direction. Infrastructure board established to support strategic plan
	View to establishing joint processes where appropriate.	Need to specify where this would be useful, discussion will happen within the arenas of the senior leadership teams	Ongoing
	Development of better processes to evaluate and measure outcomes in line with Best Value.	NHS Grampian Outcomes framework underway and takes cognisance of the HSCP requirements, Corporate Manager working with both agencies to maximise use of systems and support outcomes monitoring fit for the future.	Ongoing live work
	Development of revised Strategic Plan to be clearer on priorities.	Draft plan in place and work on priorities for transformation plan underway	Nov 2021 Delayed - Strategic Planning Group restarted in 2021. Covid has interrupted flow of work but aim is to revise Strategic Plan by September 2022. Delivery plan established
	Development of performance management framework.	Performance management framework in place and work is underway to continue to develop	June 2021 Delayed – August 2022 Daily overview dashboard is now in place and information is circulated. This is meeting current needs around the pandemic response. Work on the broader framework continues To be reviewed by Oct 2023
			March 2022

	Development of learning from transformational projects that has the potential to impact on the wider system.	Agreement to work more collaboratively through the COs in developing a process to improve this learning both locally and nationally.	To be established
	Appointment has just been made to a Strategic Planning Lead/ Deputy Chief Officer	A revised structure and framework will be developed to support effective strategic planning.	August 2021 Complete

Proposal 3.5

Improved capacity for strategic commissioning of delegated hospital services must be in place.

Rating	Not yet established	Partly Established	Established	Exemplary
Indicator	No plans are in place or practical action taken to ensure delegated hospital budget and set aside arrangements form part of strategic commissioning.	Work is ongoing to ensure delegated hospital budgets and set aside arrangements are in place according to the requirements of the statutory guidance.	Delegated hospital budget and set aside arrangements are fully in place and form part of routine strategic commissioning and financial planning arrangements. Plans are developed from existing capacity and service plans, with a focus on planning delegated hospital capacity requirements with close working with acute sector and other partnership areas using the same hospitals.	Delegated hospital budget and set aside arrangements are fully integrated into routine strategic commissioning and financial planning arrangements. There is full alignment of budgets. There is effective whole system planning in place with a high awareness across of pressure, challenges and opportunities.
Our Rating		Y		
		G		

Improvement Action		Comment / How we will Deliver	Timescale for Delivery
	The arrangements are not advanced. The opportunities to link Home First, The Strategic Plan and the management of pathways across boundaries will create opportunities to commission differently.	Widening the Strategic Planning Group to encompass all areas of work across Moray.	July 21 Complete

**Key Feature 4
Governance and accountability arrangements**

**Proposal 4.1
The understanding of accountabilities and responsibilities between statutory partners must improve.**

Rating	Not yet established	Partly Established	Established	Exemplary
Indicator	No clear governance structure in place, lack of clarity around who is responsible for service performance, and quality of care.	Partners are working together to better understand the governance arrangements under integration to better understand the accountability and responsibilities of all partners.	Clear understanding of accountability and responsibility arrangements across statutory partners. Decisions about the planning and strategic commissioning of delegated health and social care functions sit with the IJB.	Clear understanding of accountability and responsibility arrangements and arrangements are in place to ensure these are reflected in local structures. Decisions about the planning and strategic commissioning of delegated functions sit wholly with the IJB and it is making positive and sustainable decisions about changing the shape of care in its localities. The IJB takes full responsibility for all delegated functions and statutory partners are clear about their own accountabilities.
Our Rating			Y	
			G	

Improvement Action	Comment / How we will Deliver	Timescale for Delivery
Continuous development of governance frameworks linking to frameworks of NHS and LA.	The IJB approved their governance framework in January 2021 following work that had been ongoing throughout 2020 and a development session held with Members in December 2020	In Place – to be kept under regular review Due to be reviewed by March 2022
		IJB performance framework under review
Greater focus and development on the use of Directions.	There is a requirement to develop this work during 2021/22	March 2022

	Requirement to develop further the need to report to full council and the wider organisation bridging the highlighted gap.	Still being considered Increase in members briefings	March 2020 In place
	Improve mechanisms for effective dialogue and strengthening relationships with elected Members, ensuring appropriate governance at a level reflective of Partners.	Continue to develop transparency through wider circulation of key documents /briefings and minutes. Raise awareness for Elected Members in relation to access to Officers and Board Members.	<p>March 2022</p> <p>Complete and Ongoing - Clear lines of reporting to Partner Organisations - LA and NHS. The joined up approach to covid briefings has demonstrated the effectiveness of a collaborative approach.</p> <p>IJB minutes now a substantive item on Council meeting agenda, giving opportunity for more effective communication between Council and IJB.</p>

Indicator 4.2				
Accountability processes across statutory partners will be streamlined.				
Rating	Not yet established	Partly Established	Established	Exemplary
Indicator	Accountability processes unclear, with different rules being applied across the system.	Accountability processes being scoped and opportunities identified for better alignment.	Accountability processes are scoped for better alignment, with a focus on fully supporting integration and transparent public reporting.	Fully transparent and aligned public reporting is in place across the IJB, Health Board and Local Authority.
Our Rating		Y		
		G		
Improvement Action		Comment / How we will Deliver		Timescale for Delivery
	Accountability clear and transparent for directly managed services. Further work required in tandem with HSCPs across Grampian to better reflect the performance of hosted services, so that is visible in all 3 HSCPs.	Identified that gap exists, and further work being taken forward.		October 2021 The NE Chairs and Vice Chairs Group have included hosted services in their workplan, and we are working to an agreed timetable to complete service level agreements between HSCPs in order to improve accountability and transparency as part of good governance.
				Level of reporting on hosted services has increased, and better co-ordination and joint working as evidenced by out of hours District Nursing contract challenges.

Proposal 4.3				
IJB chairs must be better supported to facilitate well run Boards capable of making effective decisions on a collective basis.				
Rating	Not yet established	Partly Established	Established	Exemplary
Indicator	IJB lacks support and unable to make effective decisions.	IJB is supported to make effective decisions but more support is needed for the Chair.	The IJB Chair is well supported, and has an open and inclusive approach to decision making, in line with statutory requirements and is seeking to maximise input of key partners.	The IJB Chair and all members are fully supported in their roles, and have an open and inclusive approach to decision making, going beyond statutory requirements. There are regular development sessions for the IJB on variety of topics and a good quality induction programme is in place for new members. The IJB has a clear understanding of its authority, decision making powers and responsibilities.
Our Rating			Y	G
Improvement Action		Comment / How we will Deliver		Timescale for Delivery
	Continued commitment to an induction programme for new members.			In place
	Continued commitment to support IJB members on issues including code of conduct.			In place
	Continued commitment to regular development sessions to address routine and topical discussion to ensure good communication and effective joint working.			In place
	Continuation of national Chairs and Vice-Chair meetings are pivotal.			In place
	Continue to develop a robust governance framework for which the IJB to operate within.			In place

Proposal 4.4				
Clear directions must be provided by IJB to Health Boards and Local Authorities.				
Rating	Not yet established	Partly Established	Established	Exemplary
Indicator	No directions have been issued by the IJB.	Work is ongoing to improve the direction issuing process and some are issued at the time of budget making but these are high level, do not direct change and lack detail.	Directions are issued at the end of a decision making process involving statutory partners. Clear directions are issued for all decisions made by the IJB, are focused on change, and take full account of financial implications.	Directions are issued regularly and at the end of a decision making process, involving all partners. There is clarity about what is expected from Health Boards and Local Authorities in their delivery capacity, and they provide information to the IJB on performance, including any issues. Accountability and responsibilities are fully transparent and respected. Directions made to the Health Board in a multi-partnership area are planned on an integrated basis to ensure coherence and take account of the whole system.
Our Rating		Y		
		G		
Improvement Action		Comment / How we will Deliver		Timescale for Delivery
	Reduced support being provided by the LA legal services team has delayed progress here. Discussions are taking place to ensure an appropriate level of support can be maintained to ensure the effective issue of directions.	CFO and CO to take forwards, using the partnership arrangements to find a workable and sustainable solution.		November 2021 Delayed - This has not progressed due to unprecedented pressure in the Moray Council Legal team due to absences. External support has now been sought and is in place.
				Directions have been updated in 2022.

	As the processes surrounding the single budget system develops, the intention is to provide clearer and more meaningful directions to the LA and NHS following an IJB decision.	The most recent Scottish Government guidance will be used to develop the work required to improve the quality of directions	March 2022 Completed
	Ensure MIJB Members are fully appraised of the concept of directions	MIJB Development session to be held	<div data-bbox="1626 231 2132 344" style="background-color: yellow;">December 2021 Delayed - Due to take place in Feb 2022</div> <div data-bbox="1626 344 2132 493" style="background-color: blue; color: red;">Session held in Feb 2022 and Directions amended for reporting to MIJB. Complete</div>

Proposal 4.5				
Effective, coherent and joined up clinical and care governance arrangements must be in place.				
Rating	Not yet established	Partly Established	Established	Exemplary
Indicator	There is a lack of understanding of the key role clinical and professional leadership plays in supporting safe and appropriate decision making is not well understood. Necessary clinical and care governance arrangements are not well established.	There is partial understanding of the key role clinical and professional leadership plays in supporting safe and appropriate decision making. Arrangements for clinical and care governance are not clear	The key role clinical and professional leadership plays in supporting safe and appropriate decision making is fully understood. There are fully integrated arrangements in place for clinical and care governance.	The key role clinical and professional leadership plays in supporting safe and appropriate decision making is fully understood. Arrangements for clinical and care governance are well established and providing excellent support to the IJB. Strategic commissioning is well connected to clinical and care governance and there is a robust process for sharing information about, for example, inspection reports findings and adverse events information, and continuous learning is built into the system.
Our Rating			Y	
			G	
Improvement Action		Comment / How we will Deliver		Timescale for Delivery
	Further work is required to join up operationally critical joint business arising from practice governance and clinical governance to ensure the flow of key information and learning.	The reporting through Clinical and Care Governance Group and on to the Committee needs to better reflect the key risks that the IJB carries. A workshop was held in January 2020 which included key stakeholder from across Grampian. The Clinical & Care Group is in place and Members of the Clinical and Care Governance Committee feels assured that the governance structure that supports it is operating effectively.		Update January 2022 - Further work planned for 2022 to enhance the flow of information through the governance structure, and for the Committee to cover more business on behalf of the MIJB.
				In place, and standing item at each Committee to consider items for escalation to MIJB.

	<p>Consolidate on the areas that are working well and to identify those areas where there are opportunities for further development, including children's services for health and social work.</p>		<p>Update January 2022 - The Clinical and Care Governance Group will review the sphere of their work to identify any gaps in early 2022.</p>
			<p>Several workshops have taken place in winter/spring 2023. Work is currently underway to refresh Clinical and Care Governance and Practice Governance processes. The updated terms of references are currently out for consultation and will be presented to the MIJB in November 2023.</p>

Key Feature 5
Ability and willingness to share information

Proposal 5.1
IJB annual performance reports will be benchmarked by Chief Officers to allow them to better understand their local performance data.

Rating	Not yet established	Partly Established	Established	Exemplary
Indicator	Work is required to further develop Integration Authority annual reports to improve consistency in reporting, better reflect progress and challenges in local systems, and ensure all statutory required information is reported on by July 2019.	Work is ongoing to further develop Integration Authority annual reports to improve consistency in reporting, better reflect progress and challenges in local systems, and ensure all statutory required information is reported on, by July 2019.	Integration Authority annual reports are well developed to reflect progress and challenges in local systems, and ensure all statutory required information is reported on, by July 2019. Some benchmarking is underway and assisting consistency and presentation of annual reports.	Integration Authority annual reports are well developed to reflect progress and challenges in local systems, to ensure public accessibility, and to support public understanding of integration and demonstrate its impact. The annual report well exceeds statutory required information is reported on. Reports are consistently well presented and provide information in an informative, accessible and readable format for the public.
Our Rating		Y	G	

Improvement Action	Comment / How we will Deliver	Timescale for Delivery
Clearer agreement of the support from partners to ensure the timely delivery of the final document fit for publication. Reducing resources and service pressures across the system can limit this ambition.	Work with partner agencies to ensure that there are good contributions from all sectors to better reflect the wider achievements and challenges for the Partnership.	June 21 Complete and ongoing – we are working collaboratively with Partners regarding the Covid response. Additional external provision is now in place to support staffing issues within Moray Council Legal team. The ICT picture is challenging for all

			and equipment shortages. This area continues to evolve.
	As routine performance reporting is improved – the intention is to ensure this document will also improve and be seen as an ongoing piece of work and commentary.	Amendments are made each year in the production of the annual performance report with a view to continuous improvement.	Ongoing There is now an established group for performance practitioners with a project plan being developed to align with supporting strategic priorities.

Proposal 5.2				
Identifying and implementing good practice will be systematically undertaken by all partnerships.				
Rating	Not yet established	Partly Established	Established	Exemplary
Indicator	Work is required to improve the Integration Authority annual report to identify, share and use examples of good practice and lessons learned from things that have not worked.	Work is about to commence on development of the annual report to enable other partnerships to identify and use examples of good practice. Better use could be made of inspection findings to identify and share good practice.	The Integration Authority annual report is presented in a way that readily enables other partnerships to identify, share and use examples of good practice and lessons learned from things that have not worked. Inspection findings are routinely used to identify and share good practice.	Annual reports are used by the Integration Authority to identify and implement good practice and lessons are learned from things that have not worked. The IJB's annual report is well developed to ensure other partnerships can easily identify and good practice. Inspection findings and reports from strategic inspections and service inspections are always used to identify and share good practice. All opportunities are taken to collaborate and learn from others on a systematic basis and good practice is routinely adapted and implemented.
Our Rating		Y		
		G		
Improvement Action		Comment / How we will Deliver		Timescale for Delivery
	Further development of the MERIT awards to ensure an annual event is held with wider engagement of the partners.	Consideration will be given to reinstating this event once operations are at more reasonable level and pandemic response is stepped down		To be agreed Will look to re-establish after the current emergencies are addressed SMT planning for a Portfolio event.
	Ongoing consideration of means by which best practice can be adopted at a local level.	As partnership starts to remobilise and recover can focus more on this side		Further planning required to achieve this. Consider use

			of benchmarking where data available.
			Engagement with work across north-east has increased, as has engagement with national initiatives. Eg. National work on frailty.
	Further review with partners on how we can build on our success to date.		North East Alliance and other regional groups creating opportunity to look out and build on strengths.

Key Feature 6
Meaningful and sustained engagement

Proposal 6.1
Effective approaches for community engagement and participation must be put in place for integration.

Rating	Not yet established	Partly Established	Established	Exemplary
Indicator	There is a lack of engagement with local communities around integration.	Engagement is usually carried out when a service change is proposed.	Engagement is always carried out when a service change, redesign or development is proposed.	Meaningful engagement is an ongoing process, not just undertaken when service change is proposed. Local communities have the opportunity to contribute meaningfully to locality plans and are engaged in the process of determining local priorities.
Our Rating			Y	
			G	

Improvement Action		Comment / How we will Deliver	Timescale for Delivery
	Further discussion required across the partnership and with Community Planning on achieving more coherent approaches to engagement and involvement.	Already HSCP has demonstrated effective community engagement around a number of items. Evidence exists to support this. Willingness to work through community planning when mechanisms are more established.	In place ongoing
	MIJB to support meaningful engagement with CPP. Listen from the ground up	Robust action required – development session determined as effective mechanism to progress	

Proposal 6.2
Improved understanding of effective working relationships with carers, people using services and local communities is required.

Rating	Not yet established	Partly Established	Established	Exemplary
Indicator	Work is required to improve effective working relationships with service users, carers and communities.	Work is ongoing to improve effective working relationships with service users, carers and communities. There is some focus on improving and learning from best practice to improve engagement.	Meaningful and sustained engagement with service users, carers and communities is in place. There is a good focus on improving and learning from best practice to maximise engagement and build effective working relationships.	Meaningful and sustained engagement with service users, carers and communities is in place. This is given high priority by the IJB. There is a relentless focus on improving and implementing best practice to maximise engagement. There are well established and recognised effective working relationships that ensure excellent working relationships.
Our Rating			Y	
			G	

Improvement Action		Comment / How we will Deliver	Timescale for Delivery
	As part of the jointly agreed strategic planning process the intention is to strengthen further the community/public, user and carer engagement and participation in better understanding existing services and how these will change to better meet needs. This will be evaluated and actions agreed to further enhance this based on findings.	The Independent Review of Adult Social Care provides a platform for taking forward a range of initiatives to develop and strengthen the support provided to individuals in our community.	November 21 Complete and Ongoing - addressed through the refreshed SPCG
	A Strategic Planning Lead / Deputy Chief Officer recently appointed (April 21) will support process and re-establish the Strategic Planning and Commissioning Group	SPCG will be refreshed and reinstated	August 21 Complete and Ongoing
	Strategic direction should have a focus on Carers as equal partners	Consider those with lived experience utilising a rights based approach. Greater inclusion is required	Ongoing

Proposal 6.3				
We will support carers and representatives of people using services better to enable their full involvement in integration.				
Rating	Not yet established	Partly Established	Established	Exemplary
Indicator	Work is required to improve involvement of carers and representatives using services.	Work is ongoing to improve involvement of carers and representatives using services.	Carers and representatives on the IJB are supported by the partnership, enabling engagement. Information is shared to allow engagement with other carers and service users in responding to issues raised.	Carers and representatives of people using services on the IJB, strategic planning group and locality groups are fully supported by the partnership, enabling full participation in IJB and other meetings and activities. Information and papers are shared well in advance to allow engagement with other carers and service users in responding to issues raised. Carers and representatives of people using services input and involvement is fully optimised.
Our Rating		Y		
		G		
Improvement Action		Comment / How we will Deliver		Timescale for Delivery
	Continue to build the Carer pathway using the lived experience of Carers, developing support mechanisms that improves the lives of Carers and their ability to continue in their caring role.			The NHSG development of a clinical strategy is work ongoing that has enhanced the level of stakeholder involvement and has sought engagement with carers.
				The improvement plan supporting the Carer Strategy delivers clear outcomes to review the Carer Pathway, using the voice of lived experience to inform the self-evaluation. This is

			<p>a priority identified for year 1 of the 2023-2026 strategy.</p> <p>The commissioned carers service contract is currently out to tender to further enhance the carers pathway, supporting them to continue in their caring role.</p> <p>Award of contract is anticipated November 2023</p>
	Ongoing evaluation of the community/public user and carer engagement approach as part of the agreed strategic planning process and adapt this based on learnings	The Independent Review of Adult Social Care (IRASC) has a number of recommendations on how we can enhance the quality of engagement with individuals, families and the community.	<p>Nov 2021</p> <p>We will test our engagement plans and processes against the IRASC, with our current engagement exercise in Hopeman and Lossiemouth for primary care provision to be scrutinised by IJB in the 1st quarter of 2022/23.</p> <p>In line with the outcomes identified in the Carers Strategy a Carers Voice Group has been developed, with the first meeting taking place August 2023. These will be held quarterly to ensure carers are engaged with to ensure we have the voice of lived experience.</p>
	Engagement to be considered and ensure carers recognised as equal partners	The IRASC and its recommendations will support development	<p>Nov 2021</p> <p>Refresh of our local Carers Strategy ongoing, which will be cognisant of the IRASC and proposal for a NCS.</p> <p>Completed and ongoing. A new local Carers Strategy 2023-2026 has been developed through extensive consultation and engagement with Carers. A local implementation plan, and</p>

			supporting delivery plans have been developed, approved by MIJB with regular updates to Clinical Care Governance Committee to ensure the aims and objectives are being delivered.
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