



<b>Meeting of East Renfrewshire Health and Social Care Partnership</b>	Performance and Audit Committee
<b>Held on</b>	28 November 2018
<b>Agenda Item</b>	10
<b>Title</b>	Audit Scotland Report – NHS in Scotland 2018
<p><b>Summary</b></p> <p>This report provides the Performance and Audit Committee with an overview of the Audit Scotland Report: <i>NHS in Scotland 2018</i> and the implications for East Renfrewshire's Integration Joint Board. Audit Scotland point out that the current system is not sustainable. It advocates a move away from short-term fire-fighting to long-term fundamental change. The report makes a number of recommendations some which apply to Integration Authorities.</p>	
<b>Presented by</b>	Julie Murray, Chief Officer
<p><b>Action Required</b></p> <p>Members of the Performance and Audit Committee are asked to note the report, the recommendations that relate to Integration Authorities and our local response.</p>	

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**EAST RENFREWSHIRE HEALTH AND SOCIAL CARE PARTNERSHIP**

**PERFORMANCE & AUDIT COMMITTEE**

**28 November 2018**

**Report by Chief Officer**

**AUDIT SCOTLAND REPORT – NHS IN SCOTLAND 2018**

**PURPOSE OF REPORT**

1. This report provides the Performance and Audit Committee with an overview of the Audit Scotland Report: *NHS in Scotland 2018* and the implications for East Renfrewshire Integration Joint Board.

**RECOMMENDATION**

2. Members of the Performance and Audit Committee are asked to note the report, the recommendations that relate to Integration Authorities and our local response.

**BACKGROUND**

3. In October 2018 Audit Scotland published its report on NHS in Scotland. This is the most recent of a series of annual audits of the NHS in Scotland. The report is brought to the attention of the Performance and Audit Committee because it contains a number of recommendations for Integration Joint Boards.

**REPORT**

4. Over the years Audit Scotland has highlighted the growing pressures facing the NHS. These include a tight financial environment, increasing demand for services, difficulties in recruiting staff, and rising public and political expectations. It points out that the demands of a growing and ageing population on top of these pressures mean the current healthcare delivery model is not sustainable.
5. The Report is clear that the NHS in Scotland is not in a financially sustainable position. NHS boards are struggling to break even, relying increasingly on Scottish Government loans and one-off savings. Whilst it welcomes the Scottish Government's recent health and social care medium-term financial framework and other measures the report states that more needs to be done.
6. Audit Scotland state that in order to meet people's health and care needs, the NHS urgently needs to move away from short-term fire-fighting to long-term fundamental change. The key elements identified as critical to success are set out in its key messages below.
  - Changing how healthcare services are accessed and delivered is a long-term, complex undertaking. Successfully achieving it will bring real benefits to patients, NHS staff, and the wider public. A number of key elements are critical to success, including clarity about the scale of the challenge, effective leadership, involving stakeholders in planning and decisions, and clear governance.

- Leaders play a crucial role in developing and delivering change. There is evidence that the NHS is struggling to recruit and retain the right people, and ensure they have the time and support they need.
  - The healthcare system needs to become more open. People need to be able to take part in an honest debate about the future of the NHS. There is a lack of information on:
    - how the NHS is performing and the difference it is making to people's lives
    - how health funding is used and the impact it has on people
    - how much health funding is likely to be required, and available, over the medium to longer term
    - the progress being made towards achieving the Scottish Government's 2020 Vision.
  - The overall governance of the NHS needs to be clarified for NHS staff as well as the public. Roles and responsibilities for each planning level need to be explicit and lines of accountability well defined. NHS boards need better support to govern and challenge effectively.
7. A number of the recommendations in the report are for Scottish Government in terms of financial management, governance and reporting. There are also recommendations associated with leadership for Scottish Government and NHS Boards.
8. The recommendations for Scottish Government, in partnership with NHS boards and integration authorities, are:
- develop a national capital investment strategy to ensure capital funding is strategically prioritised
  - continue to develop a comprehensive approach to workforce planning that:
    - reflects forecasts of future staffing and skills requirements to deliver changing models of healthcare provision at regional, local and community level
    - provides a clear breakdown of transitional and future costs to meet projected demand through additional recruitment and training.
  - work together to develop a clearer understanding of demand for services, and capacity and activity trends within primary and secondary care and use this to inform medium to long-term service and workforce planning
  - publish clear and easy to understand information on how the health funding system works, including how much funding was provided, what it was spent on, and the impact it has on people's lives
  - put NHS staff, local communities, and the public at the heart of change and involve them in planning and implementing changes to how services are accessed and delivered.
9. Local actions taken in response to the recommendations are detailed in the appendix that accompanies the report.

## CONCLUSIONS

10. The most recent Audit Scotland Report on the NHS Scotland continues to point out that the current system is not sustainable. It advocates a move away from short-term fire-fighting to long-term fundamental change. The report makes a number of recommendations some which apply to Integration Authorities.

**RECOMMENDATIONS**

11. Members of the Performance and Audit Committee are asked to note the report, the recommendations that relate to Integration Authorities and our local response.

**REPORT AUTHOR AND PERSON TO CONTACT**

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Chief Officer, IJB: Julie Murray

**BACKGROUND PAPERS**

Audit Scotland Report: NHS in Scotland 2018  
[http://www.audit-scotland.gov.uk/uploads/docs/report/2018/nr\\_181025\\_nhs\\_overview.pdf](http://www.audit-scotland.gov.uk/uploads/docs/report/2018/nr_181025_nhs_overview.pdf)

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Recommendation	Owner	Response
<ul style="list-style-type: none"> <li>• develop a national capital investment strategy to ensure capital funding is strategically prioritised</li> </ul>	Scottish Government, in partnership with NHS boards and IJBs	IJB has input into NHS GGC capital planning through HSCP Chief Officer
<ul style="list-style-type: none"> <li>• continue to develop a comprehensive approach to workforce planning that:               <ul style="list-style-type: none"> <li>○ reflects forecasts of future staffing and skills requirements to deliver changing models of healthcare provision at regional, local and community level</li> <li>○ provides a clear breakdown of transitional and future costs to meet projected demand through additional recruitment and training</li> </ul> </li> </ul>	Scottish Government, in partnership with NHS boards and IJBs	HSCP workforce plan feeds into both Council and NHS GGC workforce planning activity. HSCP workforce plan will be updated with Fit for the Future and Strategic Planning forecasting information and will inform local, GGC and national work.
<ul style="list-style-type: none"> <li>• work together to develop a clearer understanding of demand for services, and capacity and activity trends within primary and secondary care and use this to inform medium to long-term service and workforce planning</li> </ul>	Scottish Government, in partnership with NHS boards and IJBs	IJB is participating in Moving Forward Together. HSCP staff are involved in strategic and service planning activity that will inform future workforce planning.
<ul style="list-style-type: none"> <li>• publish clear and easy to understand information on how the health funding system works, including how much funding was provided, what it was spent on, and the impact it has on people's lives</li> </ul>	Scottish Government, in partnership with NHS boards and IJBs	The IJB publishes both its Annual Performance Report and Annual Report and Accounts, which contains information both its funding and the impact it is making.
<ul style="list-style-type: none"> <li>• put NHS staff, local communities, and the public at the heart of change and involve them in planning and implementing changes to how services are accessed and delivered continue to work with the public, local communities and staff to develop a shared understanding and agreement on ways to provide and access services differently</li> </ul>	Scottish Government, in partnership with NHS boards and IJBs	IJB is using engagement activity on Strategic Plan and NHS GGC Moving Forward Together to further develop local understanding and facilitate shared agreement on ways to provide and access services differently

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