

Dundee City Integration Joint Board

2023/24 Annual Audit Report



Prepared for Dundee City Integration Joint Board and the Controller of Audit
22 November 2024

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Key messages

2023/24 annual accounts

- 1 Audit opinions on the annual accounts of Dundee City Integration Joint Board are unmodified.

Financial management and sustainability

- 2 The IJB had appropriate and effective budget monitoring and reporting arrangements in place during 2023/24. The IJB reported an operational overspend of £0.7 million against its revised 2023/24 budget, after the planned use of £3 million of general fund reserves. The main areas of overspend during 2023/24 related to Inpatient Mental Health Services and Care at Home services.
- 3 The IJB's reserve balance reduced to £17.8 million at 31 March 2024, of which £11 million is earmarked. The remaining uncommitted reserves balance of £6.8 million is below the IJB's reserves policy to maintain these above 2 per cent of net expenditure.
- 4 The IJB is forecasting an operational overspend of £9 million for 2024/25 and will need to use reserves to bridge the funding gap. It is also projecting a cumulative funding gap of £46 million over the five years to 2028/29.

Vision, leadership, and governance

- 5 The IJB's vision, strategy and priorities are clear.
- 6 Governance arrangements are effective and appropriate and support effective scrutiny, challenge and informed decision-making.
- 7 The partner bodies are commencing the recruitment of a new permanent Chief Officer to ensure there is clear and consistent leadership to tackle the significant financial and operational challenges currently being faced in providing health and social care services across Dundee.

Use of resources to improve outcomes

- 8 The IJB has appropriate arrangements in place for securing Best Value with annual reporting to the board.
- 9 The IJB has effective arrangements in place for reporting and scrutinising performance. Reported data for 2023/24 shows performance has deteriorated over the last two years, with 4 of the 7 national indicators worse than when this data was last reported in 2022/23.

Introduction

1. This report summarises the findings from the 2023/24 annual audit of Dundee City Integration Joint Board (the IJB) and will be published on Audit Scotland's website: www.audit-scotland.gov.uk
2. The scope of the audit was set out in an annual audit plan presented to the April 2024 meeting of the Integration Joint Board. This annual audit report comprises the significant matters arising from our audit of the IJB's 2023/24 Annual Accounts and conclusions on the wider scope areas that frame public sector audit, as set out in the [Code of Audit Practice](#).
3. We would like to thank all IJB members, management and staff, particularly those in finance, for their cooperation and assistance during the year.

Responsibilities and reporting

4. The IJB has responsibility for ensuring the proper financial stewardship of public funds. This includes preparing annual accounts that are in accordance with proper accounting practices. The IJB is also responsible for compliance with legislation and putting arrangements in place for governance and propriety.
5. The responsibilities of the independent auditor are established by the Local Government (Scotland) Act 1973, the Code of Audit Practice, and supplementary guidance, and International Standards on Auditing in the UK.
6. This report contains an agreed action plan at [Appendix 1](#) setting out specific recommendations, responsible officers, and dates for implementation. Weaknesses or risks identified in this report are only those which have come to our attention during our normal audit work and may not be all that exist. Communicating these does not absolve management from its responsibility to address the issues raised and to maintain adequate systems of control.

Auditor Independence

7. We confirm that we comply with the Financial Reporting Council's Ethical Standard. We can also confirm that we have not undertaken any non-audit related services and therefore the 2023/24 audit fee of £33,360, as set out in the 2023/24 Annual Audit Plan, remains unchanged. We are not aware of any relationships that could compromise our objectivity and independence.
8. The annual audit adds value to the IJB by identifying and providing insight on significant risks, making clear and relevant recommendations, and sharing intelligence and good practice.

1. Audit of 2023/24 annual accounts

Public bodies are required to prepare annual accounts comprising financial statements and other related reports. These are the principal means of accounting for the stewardship of public funds.

Audit opinions on the IJB's annual accounts are unmodified.

The unaudited annual accounts and working papers were provided within the agreed timescales and were of a good standard.

Audit opinions on the annual accounts are unmodified

9. The Performance and Audit Committee approved the annual accounts for Dundee City Integration Joint Board for the year ended 31 March 2024 following the November meeting. The independent auditor's report included the following audit opinions on the annual accounts:

- the financial statements give a true and fair view and were properly prepared in accordance with the financial reporting framework
- the audited part of the remuneration report was prepared in accordance with the Local Authority Accounts (Scotland) Regulations 2014
- the Management Commentary and Annual Governance Statement were consistent with the financial statements and properly prepared in accordance with the applicable requirements.

The 2023/24 annual accounts were certified on 21 November 2024, in line with the agreed audit timetable

10. We received the unaudited annual accounts on 19 June 2024, in line with the agreed audit timetable. The accounts and working papers presented for audit were of a good standard and management and finance staff also provided good support to the team during the audit process. This enabled the final accounts audit to be completed in line with the agreed audit timetable and the 2023/24 annual accounts were certified on 21 November 2024.

11. Regulation 11 of [The Local Authority Accounts \(Scotland\) Regulations 2014](#) requires local government bodies to publish the audited annual accounts on their website by 31 October each year. We have been unable to complete the 2023/24 audit to meet this deadline due to the availability of audit resources. We are progressing a multi-year recovery programme to restore audit delivery timescales, which includes recruitment and training of public sector auditors.

Our audit approach and testing were informed by the overall materiality level of £6.5 million

12. The concept of materiality is applied by auditors to determine whether misstatements identified during the audit could reasonably be expected to influence the economic decisions of users of the financial statements, and impact the opinion set out in the independent auditor's report. Auditors set a monetary threshold when considering materiality although some issues may be considered material by their nature, and it is ultimately a matter of the auditor's professional judgement.

13. Our initial assessment of materiality was carried out during the planning phase of the audit and was based on the financial results reported in the IJB's audited 2022/23 annual accounts. These materiality levels were reported in our annual audit plan to the April meeting of the Integration Joint Board.

14. On receipt of the IJB's unaudited 2023/24 annual accounts, we revised our materiality levels to reflect the financial results for the year ended 31 March 2024. These materiality levels are detailed in [Exhibit 1](#).

Exhibit 1 Materiality levels for the 2023/24 audit

Materiality level	Amount
Overall materiality: This is the figure we calculate to assess the overall impact of audit adjustments on the financial statements. It has been set based on our assessment of the needs of the users of the financial statements and the nature of the IJB's operations. For the year ended 31 March 2024, we have set our materiality at 2 per cent of gross expenditure based on the unaudited 2023/24 annual accounts.	£6.5 million
Performance materiality: This is used by auditors when undertaking work on individual areas of the financial statements. It is a lower materiality threshold, set to reduce the probability of aggregated misstatements exceeding overall materiality. Performance materiality was set at 75 per cent of overall materiality, reflecting the scale of previous year's adjustments, the extent of estimation in the accounts and the planned testing in proportion to the scale of the organisation.	£4.9 million
Reporting threshold: We are required to report to those charged with governance on all unadjusted misstatements more than the 'reporting threshold' amount.	£0.325 million

Source: Audit Scotland

Our audit identified and addressed the risks of material misstatement

15. [Exhibit 2](#) sets out the significant risks of material misstatement to the financial statements we identified in the 2023/24 Annual Audit Plan. It also summarises the further audit procedures we performed during the year to obtain assurances over these risks and the conclusions from the work completed.

Exhibit 2

Significant risks of material misstatement in the annual accounts

Audit risk	Audit response	Conclusion
<p>1. Risk of material misstatement due to fraud caused by management override of controls</p> <p>As stated in ISA (UK) 240 (The Auditor's Responsibilities Relating to Fraud in an Audit of Financial Statements), management is in a unique position to perpetrate fraud because of their ability to override controls that otherwise appear to be operating effectively.</p>	<ul style="list-style-type: none"> Balances and income agreed to Dundee City Council and NHS Tayside financial reports / ledger / correspondence. Auditor assurances obtained from the external auditors of Dundee City Council and NHS Tayside over the controls which ensure completeness, accuracy and allocation of income and expenditure. Reviewed year-end consolidation of expenditure reports from Dundee City Council and NHS Tayside, including examining any significant adjustments. 	<p>Satisfactory</p> <ul style="list-style-type: none"> Balances and income verified to Dundee City Council and NHS Tayside's financial records. Required assurances were provided by external auditors of Dundee City Council and NHS Tayside. Reviewed year-end consolidation and accounting adjustments, with no errors identified.

We had no significant findings or key audit matters to report to those charged with governance under ISA 260

16. Under International Standard on Auditing (UK) 260 we communicate significant findings from the audit including our view about the qualitative aspects of the body's accounting practices. The Code of Audit Practice also requires us to highlight key audit matters, which are defined in ISA (UK) 701 as those judged to be of most significance in our audit of the financial statements.

17. Our audit did not identify any material misstatements that exceeded our reporting threshold, and we also do not have any other significant findings to report to those charged with governance. Our audit did identify minor presentation and disclosure issues which were adjusted in the audited annual accounts but none of these were significant enough to require to be reported under ISA260.

Good Practice – Use of infographics in management commentary

The management commentary in the IJB's 2023/24 annual accounts includes a range of useful population profile and projections infographics, covering areas such as life expectancy, deprivation, homelessness and physical disability. These infographics present the information in a clear and concise manner for readers of the accounts and highlight a range of challenges currently facing the IJB and the increasing challenges it will face in the future.

There were no objections to the annual accounts

18. The Local Authority Accounts (Scotland) Regulations 2014 require local government bodies to publish a public notice on their website that includes details of the period for inspecting and objecting to the annual accounts. This must remain on the website throughout the inspection period. Dundee City IJB complied with these requirements and there were no objections received to the 2023/24 annual accounts.

All our prior year recommendations were implemented during 2023/24

19. Our 2022/23 annual audit report included three recommendations for improvement, including two carried forward from the prior year. The IJB has made good progress in addressing these during 2023/24 and all four have now been implemented, as set out in [Appendix 1](#).

2. Financial management and sustainability

Financial management means having sound budgetary processes, and the ability to understand the financial environment and whether internal controls are operating effectively. Financial Sustainability means being able to meet the needs of the present without compromising the ability of future generations to meet their own needs.

The IJB had appropriate and effective budget monitoring and reporting arrangements in place during 2023/24. The IJB reported an operational overspend of £0.7 million against its revised 2023/24 budget, after the planned use of £3 million of general fund reserves. The main areas of overspend during 2023/24 related to In Patient Mental Health Services and Care at Home services.

The IJB's reserve balance reduced to £17.8 million at 31 March 2024, of which £11.0 million is earmarked. The remaining uncommitted reserves balance of £6.8 million is below the IJB's reserves policy to maintain these above 2 per cent of net expenditure.

The IJB is forecasting an operational overspend of £9.0 million for 2024/25 and will need to use reserves to bridge the funding gap. It is also projecting a cumulative funding gap of £46 million over the five years to 2028/29.

The IJB's 2023/24 budget included planned use of reserves to bridge the funding gap

20. The IJB does not have any assets, nor does it directly incur expenditure or employ staff, other than the Chief Officer and Chief Finance Officer. All funding and expenditure for the IJB is incurred by partner bodies and processed in their accounting records.

21. The Integration Joint Board approved its 2023/24 budget in March 2023. This set out an overall budget of £284.1 million, and the approved budget included a funding gap of £5.1 million, to be met through savings of £2.1 million planned and use of reserves of £3.0 million.

The IJB had appropriate and effective budget monitoring and reporting arrangements in place during 2023/24

22. Financial monitoring reports were submitted to each meeting of the Integration Joint Board during 2023/24. These included the forecast year-end outturn against the council, health, and partnership total. We have concluded that budget monitoring and reporting arrangements were appropriate.

The IJB reported an operational overspend of £0.7 million against its revised 2023/24 budget, after the planned use of £3 million of uncommitted reserves

23. As shown in [Exhibit 3](#), the IJB reported an overspend of £3.744 million against its budgeted breakeven position. This related to an operational overspend of £0.744 million and the planned use of £3.000 million of reserves to balance the budget.

Exhibit 3 Performance against budget

IJB budget summary	Budgeted funding contribution £m	Actual funding contribution £m	Overspend / (Underspend) £m
NHS Tayside	132.2	232.5	(2.525)
Dundee City Council	102.4	104.3	3.269
Operational overspend			0.744
Use of uncommitted general fund reserves			3.000
Use of earmarked general fund reserves			2.411
Deficit on Provision of Services reported in Comprehensive Income and Expenditure Statement in 2023/24 Annual Accounts			6.155

Source: DCIJB 2023/24 Annual Accounts and Budget Setting report

The main areas of overspend during 2023/24 related to Inpatient Mental Health Services and Care at Home services

24. As shown in [Exhibit 3](#), the IJB reported an overspend on social care services of £3.269 million and an underspend on health services of £2.525 million. The main areas of underspend and overspends against budget for the year are shown in [Exhibit 4](#).

Exhibit 4**Summary of most significant underspends and overspends against budget**

Service area	Main reasons for underspend / overspend
Health services: £2.525 million underspend	
Community Based Services	£1.640 million underspend This related mainly to staff vacancies with ongoing challenges in recruitment and retention of staff.
Prescribing	£1.251 million underspend Volume and price growth lower than anticipated.
Inpatient Mental Health (IPMH) services	£1.620 million overspend The IJB approved the release of reserves of £1.6 million to support the overspend on IPMH. This was supported by an additional release of reserves of £20,000. IPMH services are delivered by NHS Tayside and work is ongoing on a financial recovery plan for the service.
Social care services: £3.269 million overspend	
Care at Home	£4.518 million overspend The key drivers for the overspend relate to the additional premium paid to fill vacancies via agency staff and overtime. The additional demand for Care at Home services has also increased the pressure on the service.
Care Homes	£1.295 million underspend This underspend related to lower than projected costs associated with individuals being cared for in care homes during the year, partly linked to increased numbers of people receiving Care at Home services during the year as detailed above.

Source: Dundee City Integration Joint Board budget monitoring reports

The IJB's reserve balance reduced to £17.8 million at 31 March 2024, of which £11 million is earmarked. The remaining uncommitted reserves balance of £6.8 million is below the IJB's reserves policy of 2 per cent of net expenditure.

25. During 2023/24 the IJB's general fund reserves balance decreased by £6.155 million from £23.968 million to £17.813 million. The reduction in reserves was mainly due to the planned use of £3.000 million of reserves, and £1.6 million of the NHS Tayside shifting the balance of care reserve.

26. The remaining reserves balance of £17.813 million at 31 March 2024 is comprised of £11.024 million of committed reserves and £6.789 million of uncommitted reserves. The level of uncommitted reserves is below the IJB's reserves policy to maintain these at 2 per cent of net expenditure.

Internal financial control arrangements operated effectively

27. The IJB does not have its own financial systems and instead relies on the financial systems of its partner bodies, NHS Tayside and Dundee City Council. As part of our audit approach, we obtained assurances from the external auditors of NHS Tayside and Dundee City Council and confirmed there were no weaknesses in the systems of internal financial control for either body that would impact on the IJB.

Internal audit concluded that reliance can be placed on the IJB's governance arrangements and systems of internal controls for 2022/23

28. Internal audit provides the Board and the Chief Officer with independent assurance on the Integration Joint Board's overall risk management, internal control, and corporate governance processes. Internal audit is provided by FTF Audit and Management Services (FTF), supported by Dundee City Council's internal audit section. The audit is overseen by FTF's Chief Internal Auditor.

29. In our Annual Audit Plan, we noted that we did not intend to place formal reliance on internal audit's work for our financial statements' responsibilities during 2023/24, but that we would consider aspects of internal audit's work in respect of our wider audit dimension responsibilities.

30. The Internal Audit Annual Report was considered by the Integration Joint Board in June 2024. The report concluded that reliance can be placed on the IJB's governance arrangements and systems of internal controls for 2023/24. We confirmed as part of the audit that internal audit's opinion was accurately reflected in the Annual Governance Statement in the 2023/24 Annual Accounts.

The IJB is forecasting an operational overspend of £9 million for 2024/25 and will need to use reserves to bridge the funding gap

31. The 2024/25 budget was approved in March 2024 and set a baseline budget of £302.1 million. The approved budget included a funding gap of £10.7 million, to be met through targeted recurring savings of £4.9 million and non-recurring savings of £5.8 million, this includes £4 million use of reserves.

32. The financial monitoring report to the October 2024 Board meeting noted that the IJB is now forecasting an operational overspend of £9.0 million for the year and that further use of reserves will be required in 2024/25 which, if used, would mean that the IJB would have almost exhausted its full general fund reserve balance by 31 March 2025.

33. A financial recovery plan was presented to the Board in October 2024 which highlighted the actions that are being taken by the IJB to bring the projected overspend down. The financial recovery plan will also be presented to the partner bodies as required by the Integration scheme.

Recommendation 1

The IJB must implement its Financial Recovery Plan and work with its partners and communities to deliver financially sustainable services. This will require a Transformation Programme of service redesign, collaborative change and additional funding from partners.

The IJB is projecting a cumulative funding gap of £46 million over the five years to 2028/29

34. Financial sustainability looks forward to the medium and longer term to consider whether the body is planning effectively to continue to deliver its services or the way in which they should be delivered.

35. In August 2024 an indicative 5-year budget was presented to the Board. This showed a cumulative funding gap of £45.4 million over the five years to 2028/29. This highlights the level of transformational change that will be required to be undertaken by the IJB to continue to deliver health and social care services within available resources.

Standards of conduct and arrangements for the prevention and detection of fraud and error were appropriate

36. The IJB does not maintain its own policies relating to the prevention and detection of fraud and error but instead depends on those in place at its partner bodies. We considered the arrangements in place at Dundee City Council and NHS Tayside and found them to be adequate. The Integration Joint Board has a Code of Conduct in place which members are required to adhere to, and the members' registers of interest is publicly available on the Integration Joint Board's website.

3. Vision, leadership, and governance

Public sector bodies must have a clear vision and strategy and set priorities for improvement within this vision and strategy. They work together with partners and communities to improve outcomes and foster a culture of innovation.

The IJB's vision, strategy and priorities are clear.

Governance arrangements are effective and appropriate and support effective scrutiny, challenge and informed decision-making.

The partner bodies are commencing the recruitment of a new permanent Chief Officer to ensure there is clear and consistent leadership to tackle the significant financial and operational challenges currently being faced in providing health and social care services across Dundee.

The IJB's vision, strategy and priorities are clear

37. The IJB approved a revised [Strategic and Commissioning Framework 2023-2033](#) in June 2023, which details how it plans to deliver its vision that: 'People in Dundee will have the best possible health and wellbeing'. The framework is also backed up with service plans and the strategic financial plan.

38. The framework sets out the 6 strategic priorities that will be the focus for the IJB for the next 10 years to help it to achieve its the ambition for health and social care and achieve Scotland's National Health and Wellbeing Outcomes:

- (1) Inequalities – Support where and when it is needed most:** Targeting resources to people and communities who need it most, increase life expectancy and reduce differences in health and wellbeing.
- (2) Self-care – Supporting people to look after their wellbeing:** Helping everyone in Dundee look after their health and wellbeing, including through early intervention and prevention.
- (3) Open door – Improving ways to access services and supports:** Making it easier for people to get the health and social care supports that they need.
- (4) Planning together – Planning services to meet local need:** Working with communities to design the health and social care supports that they need.
- (5) Workforce – Valuing the workforce:** Supporting the health and social care workforce to keep well, learn and develop.

- (6) Working together – Working together to support families:** Working with other organisations in Dundee to prevent poor health and wellbeing, create healthy environments, and support families, including unpaid carers.

Governance arrangements are effective and appropriate and support effective scrutiny, challenge and informed decision making

39. In making our assessment of the IJB's governance arrangements we considered the:

- structure and conduct of board and committee meetings
- overall arrangements to ensure appropriate standards of conduct, including compliance with the Standing Financial Instructions and Standing Orders
- arrangements for the prevention and detection of fraud, error, bribery and corruption
- reporting of performance and whether this is fair, balanced and understandable.

40. The Integration Joint Board met seven times during 2023/24, and the Performance and Audit Committee met four times. The papers presented to the Board and Audit and Performance Committee are published timeously on the IJB's section of Dundee City Council's website.

41. There is evidence from several sources which demonstrate the Joint Board's commitment to openness and transparency:

- recordings of Integration Joint Board meetings, and the minutes and supporting papers, are available on the Joint Board's website.
- the Integration Joint Board's website allows the public access to a wide range of information including the registers of board members interests, and details of current projects and initiatives.
- the Integration Joint Board makes its annual accounts available on its website. These include a management commentary which adequately explains the Integration Joint Board's financial performance for the year.

42. Our observations at committee meetings throughout the year has found that these are conducted in a professional manner and there is a good degree of scrutiny and challenge by members.

The partner bodies are commencing the recruitment of a new permanent Chief Officer to ensure there is clear and consistent leadership to tackle the significant financial and operational challenges currently being faced in providing health and social care services across Dundee

43. The Chief Finance Officer has been acting up as Chief Officer since January 2024, with the IJB's senior accountant acting up as Chief Finance Officer over this period. These internal promotions have ensured continuity of approach in the IJB tackling the significant financial challenges that it currently faces over this period.

44. The former Chief Officer retired in October 2024. The partners now need to recruit a new permanent Chief Officer (who will be formally employed by either NHS Tayside or Dundee City Council). Recruitment plans for a permanent Chief Officer are being progressed by the Chief Executives of Dundee City Council and NHS Tayside. An update will be taken to the IJB meeting in December outlining the agreed recruitment process.

45. Four members from NHS Tayside became new IJB board members during 2023/24. These members all bring valuable experience to the IJB. However, we noted that the volume of change in membership during the year required additional investment of time from senior officers to complete induction activity with new board members, and to provide the required support to them in their new roles.

4. Use of resources to improve outcomes

Public sector bodies need to make best use of their resources to meet stated outcomes and improvement objectives, through effective planning and working with strategic partners and communities.

The IJB has appropriate arrangements in place for securing Best Value with annual reporting to the board.

The IJB has effective arrangements in place for reporting and scrutinising performance. Reported data for 2023/24 shows performance has deteriorated over the last two years, with 4 of the 7 national indicators worse than when this data was last reported in 2022/23.

The IJB has appropriate arrangements in place for securing Best Value with annual reporting to the board

46. Integration Joint Boards have a statutory duty to have arrangements to secure Best Value. To achieve this, IJBs should have effective processes for scrutinising performance, monitoring progress towards their strategic objectives and holding partners to account.

47. The IJB put arrangements in place during 2020/21 to ensure that regular self-assessments were undertaken to support the IJB in demonstrating how it and its partners are delivering Best Value and securing economy, efficiency, effectiveness, and equality in service provision.

48. The first Best Value self-assessment report was taken to the Performance and Audit Committee in September 2020, but the previous external auditor noted that there was no formal reporting cycle for future Best Value reports. They recommended in the 2021/22 Annual Audit Report that management progress Best Value plans during 2022/23 to ensure reporting mechanisms are in place to demonstrate and report annually on the Integration Joint Board's arrangements to secure Best Value.

49. Management agreed that Best Value reporting would be developed and presented to the IJB before the end of the 2022/23 financial year, but this did not take place. However, the Best Value update was presented to the IJB at the December 2023 meeting and the next annual Best Value update is scheduled to be reported to the Board in December 2024.

The IJB has effective arrangements in place for reporting and scrutinising performance

50. The Performance and Audit Committee considers performance monitoring at each meeting. Reports consist of the reporting and analysis of both national

and local performance indicators. The committee also routinely considers more detailed reports on specific areas of concern and interest. This has included readmissions follow up, unscheduled care, and the Health and Care experience survey, to support an improved understanding of underlying challenges, learn from and share key achievements and develop more detailed improvement plans.

Good practice – Hope Point crisis centre

The IJB and its partners opened the Hope Point crisis centre in July 2023 to enable the residents of Dundee to access mental health support 24 hours a day, seven days a week. Feedback received on this service has been positive and notes the real impact that the service has had on the lives of residents of Dundee.

A fair, balanced and understandable analysis of the IJB's performance was included in the 2023/24 annual accounts

51. Performance data has been included in the management commentary with the data for Dundee and Scotland for 2023/24 included. Financial performance was also covered, with clear commentary on the 2023/24 financial outturn and movements in reserves during the year.

Reported data for 2023/24 shows performance has deteriorated over the last two years, with 4 of the 7 national indicators worse than when this data was last reported in 2022/23

52. The Public Bodies (Joint Working) (Scotland) Act 2014 requires the IJB to produce an annual performance report covering areas such as assessing performance in relation to national health and wellbeing outcomes, financial performance and best value, reporting on localities, and the inspection of services.

53. The [IJB Annual Performance Report 2023/24](#) was published on 26 July 2024 and was discussed at the Board meeting on 21 August 2024. It includes performance data for the national indicators reported in 2023/24 and details the Integration Joint Board's performance in comparison to the 2018/19 base year, the prior year, and the Scottish average.

54. It shows the following performance for the 7 key national indicators that reported data in 2023/24:

- performance against 3 of the indicators was better than in 2022/23, with 4 reporting a worse performance,
- performance against 2 of the indicators was better than the Scottish average, with 5 worse than the national average.

55. The longer-term performance data in the annual performance report highlights that performance against 3 of the national indicators was better than in the 2018/19 base year.

56. The performance information provided to IJB members has led to some in-depth reviews of the whole system to better understand the local reasons behind performance. Examples of this include further analysis of pathways to support people who fall in Dundee, which was reported to the Board in February 2024, and an “Unscheduled Care” review which was reported to the September 2024 Performance and Audit Committee meeting. Following consideration of these reports, actions were agreed to address the key risks identified.

57. The biennial Health and Care Experience survey was completed in 2023/24 and is reported in the Annual Performance Report. It shows the following performance for the nine indicators published:

- Performance against six of the indicators has deteriorated from 2021/22, two have improved and one has remained the same,
- Performance against six of the indicators was better than the Scottish average, with three being poorer than the national average.

58. This indicates that the public in Dundee are generally more satisfied with the care provided within the care system in Dundee, than the average satisfaction rates across Scotland.

Appendix 1. Action plan 2023/24

2023/24 recommendations

Issue/risk	Recommendation	Agreed management action/timing
<p>1. Service redesign</p> <p>The IJB is forecasting an operational overspend of £9 million for 2024/25 and will need to use reserves to bridge the funding gap. It is also projecting a cumulative funding gap of £46 million over the five years to 2028/29.</p> <p>Risk: The IJB is unable to deliver financially sustainable services.</p>	<p>The IJB must implement its Financial Recovery Plan and work with its partners and communities to deliver financially sustainable services. This will require a Transformation Programme of service redesign, collaborative change and additional funding from partners.</p> <p>Paragraphs 31. to 35.</p>	<p>An updating report on 2024/25 Financial Recovery and 2025/26 Budget Planning will be presented to IJB in December 2024 and supplemented by 5 Development Sessions from November 2024 to March 2025. Further progress reports will be presented culminating in Budget Setting report in March 2025</p> <p>Responsible officer: Chief Finance Officer</p> <p>Agreed date: March 2025</p>

Follow-up of prior year recommendations

Issue/risk	Recommendation and agreed action	Progress
<p>PY1. Checks on accounts presented for audit</p>	<p>Management should review the accounts presented for audit against in-year budget monitoring reports to ensure expenditure and funding figures are in line with expectations.</p>	<p>Completed</p> <p>Additional checks were completed on the accounts before they were submitted for audit.</p> <p>On review of the 2023/24 accounts submitted for audit, the issues identified as part of the 2022/23 audit were not repeated.</p>
<p>PY2. Performance and Audit Committee</p>	<p>The Performance and Audit Committee should review its terms of reference to ensure it is operating in accordance with best practice guidance for audit committees.</p>	<p>Completed</p> <p>The revised Terms of Reference for the Performance and Audit Committee were approved at the December 2023 IJB meeting.</p>
<p>PY3. Best Value</p>	<p>Management should progress its Best Value plans during 2022/23 to ensure reporting mechanisms are in place to demonstrate and report on the Joint Board's arrangements to secure Best Value.</p>	<p>Completed</p> <p>The Best Value update was presented to the December 2023 IJB.</p>
<p>PY4. Governance and improvement actions</p>	<p>Management should identify the governance changes needed following ministerial approval of the Integration Joint Board's revised integration scheme, alongside its existing governance action plan's outstanding actions. As part of this process management should review actions: for their currency; against strategic priorities and risk profile; and against its capacity to deliver.</p>	<p>Completed</p> <p>The revised Financial Regulations and Standing Orders were approved at the June 2024 IJB meeting.</p> <p>The outstanding actions have been streamlined and members commented that this makes it easier to review and assess the importance of the outstanding actions.</p>

Dundee City Integration Joint Board

2023/24 Annual Audit Report

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