
To: Leadership Board

On: 17 February 2016

Report by: Chief Executive

**Heading: Integration of Health and Social Care Services in
Renfrewshire - Council response to the draft Strategic Plan**

1. Summary

- 1.1. The Public Bodies (Joint Working) (Scotland) Act 2014 puts in place the framework for the formal integration of health and social care services from 1 April 2016, and has significant implications for the future financial and operational governance and delivery arrangements of local services for adult health and social care, children's health services, and elements of Acute Services.
- 1.2. The main implications of the legislation were set out in reports to Council on 19 December 2013, 9 October 2014, 26 February 2015 and 19 May 2015. Regular update reports are also provided at the Social Work, Health and Well-being Board, and at the Leadership Board.
- 1.3. The legislation places a duty on Integration Joint Boards (IJBs) to develop a Strategic Plan. The Strategic Plan is the document that will set out the arrangements for the carrying out of integration functions in the Renfrewshire area to meet the needs of the local population over the next 3 years and into the future. It is the formal approval of this Plan by the Integration Joint Board which triggers the delegation of adult social work services from the Council to the IJB from 1 April 2016. The draft Plan is attached at Appendix 1.
- 1.4. Work has progressed since the establishment of the IJB to support the development its Strategic Plan in line with the prescribed stages of the strategic planning process set out in the legislation. This includes the setting up of , and engagement with, the Strategic Planning Group, the consideration of appropriate locality arrangements, and also wider communication and engagement. The final stage in the process prior to the finalisation of the Plan is the formal consultation period from 18 January to 3 February 2016. The Council an extension to 17 February to take into account the timing of the

Leadership Board. This report sets out the Council's response to the formal consultation on the draft Strategic Plan for consideration by elected members.

- 1.5. The final Strategic Plan will contain two further Statements which are currently being finalised, and which do not form part of the current consultation. These are the Housing Contribution Statement and the Financial Plan. The former will evidence the key contribution of appropriate housing to health and well-being. The latter will detail the budgets for 2016/17 which will be transferred by the NHS and the Council to the IJB to meet the costs of delivering the services being delegated to it from 1 April 2016. The content of the Financial Plan will be scrutinised as part of a due diligence process which will seek to ensure that there is clarity around the detail of the budgets being transferred and a mutual understanding of the efficiency and other assumptions which underpin them. The outcome of this due diligence process will be the subject of a separate report to elected members prior to 31 March 2016.

2. Recommendations

Members are asked to:

- 2.1. Note the content of the Integration Joint Board's draft Strategic Plan
- 2.2. Agree the Council's response to the formal consultation on the draft Strategic Plan as set out in this report.
- 2.3. Note that a separate report on the outcome of the financial due diligence process will be submitted for consideration by elected members prior to 31 March 2016.

3. Background

- 3.1. The Public Bodies (Joint Working) (Scotland) Act 2014 puts in place the framework for the formal integration of health and social care services from April 2015, and has significant implications for the governance and delivery arrangements of adult health and social care services in Renfrewshire.
- 3.2. The main implications of the legislation have been set out in previous reports to Council, to the Leadership Board and to the Social Work, Health and Well-being Board. These include the legislative requirement to produce a Strategic Plan setting out the arrangements for carrying out the integration functions in the Renfrewshire area to meet the needs of the local population over the next 3 years and into the future. The first Strategic Plan must be prepared for approval by the Integration Joint Board (IJB) in order to allow functions to be delegated to it from April 2016.
- 3.3. The Strategic Planning Group (SPG) was formally established at the first meeting of the Integration Joint Board (IJB) on 18 September 2015, and includes the full range of stakeholder and professional groups prescribed in the legislation.

- 3.4. Since that date the SPG has met on four occasions, on 23 September, 22 October, 27 November, and 28 January, with the final meeting of 2015/16 planned for 22 March 2016. Through facilitated discussion the members have provided views and feedback on behalf of their stakeholder groups which has helped to shape the Plan.
 - 3.5. As the final stage in the engagement process a wide formal consultation was undertaken over the period from 18 January to 2 February 2016. This report sets out the proposed Council response to the consultation for consideration by elected members.
 - 3.6. The final Strategic Plan will contain two further statements which are currently being finalised, and which do not form part of the current consultation. These are the Housing Contribution Statement and the Financial Plan. The former will evidence the key contribution of appropriate housing to health and well-being. The latter will detail the budgets for 2016/17 which will be transferred by the NHS and the Council to the IJB to meet the costs of delivering the services being delegated to it from 1 April 2016.
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4. Comments on the Content of the Plan

Structure and Context

- 4.1. It is recognised that there is always a balance to be struck between remaining concise and focussed, and providing a lot of contextual detail. In recognition of the wide readership of the Plan and the varying degrees of existing awareness of the background to and rationale for integrating health and social care services, it is considered that it would be beneficial to include more introductory information on why health and social care partnerships have been established, and what they are aiming to achieve, together with a high level overview within the body of the report on which services are being delegated.
- 4.2. Similarly, it would be helpful for the reader if the way in which the Plan was developed was outlined and the level of engagement by the SPG and all the other groups and individuals who have been consulted as part of the process, to demonstrate the extent of the consultative process.
- 4.3. Increasing demand for services against a background of restricted public finance makes a compelling case for change. To assist the reader in understanding the scale of the challenge and the need to change the ways services are delivered the Plan should provide clear evidence of the increasing impact of the incidence of dementia on the shape of services required into the future. Similarly the Plan should build on existing content by setting out the practical implications of the requirements of Adult Protection and Adults with Incapacity legislation and the steep growth in related demand for services.
- 4.4. The inclusion of case studies as part of the Plan is welcomed. As these are likely to be a key focus of interest to local people, consideration should be given to bringing all or summary elements of the case study material into the body of the report in order to give them more prominence.

- 4.5. The services provided in Renfrewshire are very high quality. It would be helpful to explain the scale and breadth of local services and how well they have been rated both in terms of inspection gradings and service user satisfaction levels. Similarly service improvements and developments could be more clearly outlined in the Plan so that the reader has a clearer sense of how services have been responding to the changing needs of local people, as a sound basis for further evolution and change.
- 4.6. There is a requirement in the legislation that services are planned with a locality focus. In the section on localities it would be helpful if the Plan explained that although there is reference to two main localities, there are many smaller localities within these which would be involved in key decisions affecting their local areas. The key role of GP's, and the working together of practices in local clusters outlined in the Plan is welcomed.
- 4.7. The role of independent and third sector providers in developing services which will meet the needs of local people is key and therefore requires close ongoing engagement and collaboration. The importance of this dialogue needs would be helpful to be specifically referenced in the Plan. Similarly, the work ongoing to build community capacity and partnership working would be beneficial as context and as an essential direction of travel.
- 4.8. The fundamental importance of appropriate housing in supporting people to live independently at home for as long as possible should be more clearly articulated in the Plan. It is acknowledged that the "Housing Contribution Statement" which requires to accompany the Plan is currently being finalised and will address this gap.
- 4.9. In terms of service context, the draft Plan should build on existing content to cover certain strategic agendas, particularly the recovery agenda in addiction services and the "equally safe" agenda in gender-based violence. The Tackling Poverty Agenda is a key priority in Renfrewshire and is already referenced in the action plan within the Plan. It may be helpful to the reader if the current areas of focus in addressing poverty issues were highlighted in terms of the link to health and well-being for local people; it is acknowledged that work to update the draft accordingly is already underway.
- 4.10. In recognition of the shift towards supporting people to live at home or in the community for as long as possible, it is important that appropriate palliative care services are in place, and this important area for service development should be set out in the report. In addition it may be appropriate to consider expanding the membership of the Strategic Planning Group to include a local hospice representative, given their key role.

Measuring and Monitoring Performance

- 4.11. The aims of integrating services are expressed in terms of the nine national outcomes and these detailed in the Plan. It is important that the performance measures relate back to the outcomes so that the Partnership will be able to demonstrate progress over time. This was also raised as a general point for consideration at a national level by Audit Scotland in their report on the preparations for Health and Social Care Integration.
- 4.12. Similarly, the Audit Scotland report also references the need for performance measures which will demonstrate the shift in the balance of care away from

bed-based provision in hospitals and care homes to supporting people to live safely in their own homes for as long as possible, with consequent shifts in resources. It is important that appropriate such measures are developed locally and monitored as a measure of success.

Interface with other Services

- 4.13. Although the Plan has a strong adult care focus, and this is appropriate as it lies at the core of the rationale for health and social care integration, it is essential that the existing effective links are maintained between adult health and social care services and those services not being delegated to the IJB, and that this is specifically referenced in the report. In particular this relates to links with criminal justice social work, community safety and wider public protection activity, and to those key links between the Council's Children's Services (social work and education), particularly with services around addictions and mental health services for children and young people, support for young carers and child protection.

5. Finalisation of the Strategic Plan

- 5.1. Officers will continue to work with colleagues across the Partnership to update the Plan in response to comments received from stakeholders through the wider consultation and engagement exercise.
- 5.2. The Plan will incorporate two additional essential elements i.e. the Housing Contribution Statement, and the detailed Financial Plan which underpins Strategic Plan. These are both currently in the process of being finalised. As indicated above, the detail of the Financial Plan will be the subject of a robust due diligence process, the outcome of which will be reported to elected members prior to 31 March 2016.
- 5.3. The final Strategic Plan will be submitted for approval to the Integration Joint Board at its meeting on 18 March 2016, prior to formal delegation of services from 1 April 2016.

Implications of this report

1. **Financial Implications** - The proposed model of integration through pooled budgets, will have significant implications for how the budgets and spend on the delegated services are monitored and governed. Due diligence on the budgets transferred to the IJB in terms of their adequacy to fund services in 2016/17 therefore needs to be robust to minimise financial risk.
2. **HR and Organisational Development Implications** – existing terms and conditions will remain in place as staff move into the new integrated arrangements.

3. **Community Plan/Council Plan Implications** – Integrated service arrangements will require to link effectively to community planning structures and to the local authority to ensure appropriate levels of oversight are maintained.
4. **Legal Implications** – Integrated service arrangements for adult health and social care services are being developed in accordance with the legislation and Renfrewshire's Integration Scheme.
5. **Property/Assets Implications** – Assets remain in the ownership of the parent organisations. Opportunities for further consolidation of the existing asset base may arise through new integrated service arrangements.
6. **Information Technology Implications** – appropriate data sharing agreements supported by IT systems are being finalised.
7. **Equality and Human Rights Implications**
The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report because it is for noting only. If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council's website.
8. **Health and Safety Implications** - none.
9. **Procurement Implications** – Integrated service arrangements will need to continue to be supported by flexible, yet robust procurement systems within the parent organisations.
10. **Risk Implications** – Risk management arrangements have been developed on an integrated basis.
11. **Privacy Impact** - none

List of Background Papers

Author: Anne McMillan, Head of Resources, 0141 618 6826
anne.mcmillan@renfrewshire.gcsx.gov.uk