

## **Agenda item 8**

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**To:** **Social Work, Health and Well-Being Policy Board**

**On:** **3 November 2015**

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**Report by:** **Chief Officer, Renfrewshire Health and Social Care Partnership**

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**Heading:** **Integration of Health and Social Care Services in Renfrewshire - update report**

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### **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 April 2015, and has significant implications for the future governance and delivery arrangements of adult health and social care services in Renfrewshire.
- 1.2. This report provides an update on the work being taken forward in Renfrewshire to prepare for the practical implementation of integrated working arrangements in relation to the following key areas:
- The establishment of the Integration Joint Board (IJB);
  - The development and approval of the IJB's Strategic Plan which will set out the arrangements for carrying out the delegated functions;
  - The structured programme of work underway to manage the development of the Strategic Plan and other key elements of integration, which the Council and the Health Board committed to in Renfrewshire's Integration Scheme;
  - The financial governance arrangements for the IJB which must be in place by 1 April 2016;
  - The agreement of the baseline 2016/17 budget for delegated functions to aligns with the Strategic Plan, and which has been subject to due diligence process.
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## **2. Recommendations**

Elected Members are asked to note:

- 2.1. The first meeting of the legally established IJB took place on 18 September 2015 where members ratified the appointment of the Chief Officer and Chief Finance Officer and formally established the Strategic Planning Group. The IJB also agreed a number of procedural arrangements, strategies and policies in line with key legislative requirements set out in Renfrewshire's Integration Scheme.
  - 2.2. The work being undertaken to ensure the Integration Joint Board develop and approve their Strategic Plan by 1 April 2016.
  - 2.3. The update on the structured programme of work which is being taken forward to manage the local implementation of health and social care services up to April 2016
  - 2.4. The current status and planned action in relation to the development of sound financial governance arrangements for the IJB and agreeing the baseline budget for delegated functions by 1 April 2016.
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## **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 were set out in reports to Council on 19 December 2013, 9 October 2014 and 26 February 2015, and the Council agreed the following:
  - The establishment of a Partnership (Body Corporate) model for local integrated service delivery for adult services in terms of the Act in consultation with NHS Greater Glasgow and Clyde from April 2015.
  - There would be 8 members of the IJB with voting rights, 4 from each partner organisation. The Council is represented on the IJB by the Depute Council Leader, the Convener and Vice-convenor of the Social Work, Health and Well-being Board, and the Convener of the Education Policy Board.
  - The delegation of all social care services for adults and older people to the IJB, being the minimum requirement set out in the Act. In terms of the legislation this also included services which do not sit within the Adult Services division of service in Renfrewshire i.e. services related to Addictions, and to Domestic Abuse both of which currently sit within Children's Social Work Services, and to Aids and Adaptations which currently sits with Development and Housing Services.
  - The submission of the Integration Scheme (the formal legal partnership agreement between Renfrewshire Council and NHS Greater Glasgow and Clyde) to the Scottish Government for approval.

- 3.3. At its meeting on 26 February 2015 Council noted the appointment of David Leese as the Chief Officer Designate for the Renfrewshire Health and Social Care Partnership. It was acknowledged that this post was interim or “designate” until formally endorsed by the IJB once it is formally established.
  - 3.4. At its meeting on 9 October 2014 Council was advised of a new statutory role, Chief Finance Officer, which was not envisaged in earlier iterations of the Bill. This role reflects advice to Scottish Government from the CIPFA Scotland Directors of Finance in relation to the need to ensure robust financial governance of the IJB’s combined resources.
  - 3.5. At its meeting on 19 May 2015 Social Work, Health and Well-Being Policy Board was updated on the work underway to establish the IJB and its Strategic Planning Group; ensuring their membership includes representatives from the stakeholder groups prescribed within the legislation. It was also advised that a Shadow Integration Joint Board (IJB) had been created to ensure continuity in governance arrangements and oversight of integration arrangements during the period prior to the IJB being formally constituted.
  - 3.6. At its meeting on the 19 August 2015, the Social Work, Health and Well-Being Policy Board was updated on the preparations for the practical implementation of integrated working arrangements. Members were advised that following the parliamentary process the Renfrewshire IJB had been legally established and that its first formal meeting was planned for 18 September 2015. Members were also advised that Sarah Lavers, former Social Work Finance Manager, had been appointed Chief Finance Officer Designate for the Renfrewshire Health and Social Care Partnership.
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#### **4. The establishment of the Integration Joint Board (IJB)**

- 4.1. The first meeting of the formally constituted Integration Joint Board (IJB) took place on 18 September 2015.
- 4.2. At this meeting, the IJB members
  - 4.2.1. agreed their membership, Standing Orders and formally appointed their Chair and Vice Chair as Councillor Iain McMillan and Dr Donny Lyons; the full membership of the Board is attached for information at appendix 2.
  - 4.2.2. ratified the appointments of the Chief Officer (CO) and Chief Finance Officer (CFO) as David Leese and Sarah Lavers respectively;
  - 4.2.3. approved proposals for a new RHSCP management structure (which is the subject of a separate report to this meeting);
  - 4.2.4. noted the work underway to put in place sound financial governance and assurance arrangements by 1 April 2016, and approved
    - the IJB financial regulations for implementation from 1 April 2016
    - the IJB financial governance arrangements for implementation from 1 April 2016

- the format and dates of reporting for the financial position of the IJB from 1 April 2016
- 4.2.5. noted the financial position to date, as set out in the Chief Finance Officer's Finance Report up to June 2015;
- 4.2.6. approved the draft Proposal for Strategic Plan and the establishment of the Strategic Planning Group;
- 4.2.7. approved its Quality, Care & Professional Governance Framework and implementation plan;
- 4.2.8. approved its risk management policy, strategy, procedures and strategic risk register;
- 4.2.9. approved the RHSCP's performance management reporting arrangements for 2015/16 proposals from 1 April 2016 when services and budgets will be delegated to the IJB and
- 4.2.10. approved the Council Chief Internal Auditor as Chief Internal Auditor for the IJB and noted the proposals set out for internal and external audit arrangements.
- 4.3. The next meeting of the IJB will take place on 20 November 2015. In line with IJB's legislative responsibilities and timelines, at this meeting members will be asked to agree the first draft of their Strategic Plan, taking account of feedback from the Strategic Planning Group, and also approve the RHSCP's Participation and Engagement Strategy.

## **5. The development of the Strategic Plan**

- 5.1. The Public Bodies (Joint Working) (Scotland) Act 2014 places a duty on 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 future needs of the local population.
- 5.2. The first Strategic Plan must be prepared and approved by the IJB to enable the prescribed functions to be delegated from the parent organisations by April 2016.
- 5.3. Specific work is being undertaken to support the IJB develop its Strategic Plan in line with the prescribed stages of the strategic planning process set out in the legislation.
- 5.4. Locally, a timeline has been produced which takes account of these legislative requirements and enables the Partnership to conduct a fully inclusive strategic commissioning process (see Appendix 3: Legal requirements and commitments - 3.Strategic Plan). The timeline also make provision for the Health Board and Council to review the final draft of the Strategic Plan in February 2016, in advance of the IJB approving the final Strategic Plan.
- 5.5. As noted previously, at their first meeting the IJB approved Proposals for the structure and content of the Strategic Plan. Members also formally established the Strategic Planning Group (SPG), agreeing its composition and Terms of Reference. The membership of the group is attached for information at appendix 2.

- 5.6. In line with the required legislative process, the Proposals for the Strategic Plan have now been remitted to the Strategic Planning Group so that its members' views can be sought.
- 5.7. The first draft of the Strategic Plan will be submitted for approval at the next meeting of the IJB on 20 November 2015, accompanied by a paper setting out the views of the Strategic Planning Group. The IJB will be asked to take account of this feedback when approving the first draft of the Strategic Plan.

## **6. The programme of work to support health and social care integration**

- 6.1. As previously noted, a programme of work is underway to ensure that all the necessary processes, policies and plans are in place as required to allow local implementation of integrated health and social care services in terms of the Public Bodies (Joint Working)(Scotland) Act 2014 by 1 April 2016.
- 6.2. Appendix 3 to this paper provides an overview of the legal and governance commitments across all the areas of work, planned activity to meet these commitments, and the anticipated dates for completion and reporting to the IJB.
- 6.3. Activity is well underway in relation to all of the required elements of work and is currently on target to meet the scheduled reporting dates to the IJB, which will ensure legislative and other deadlines are met.

## **7. Financial Governance Arrangements**

- 7.1. The Chief Officer, supported by the Chief Finance Officer, will be responsible on behalf of the IJB for managing the NHS and Council budgets for functions delegated to it from 1 April 2016, and for remaining within those allocated budgets. He will also be accountable to the IJB for financial probity and performance. At an operational level detailed financial delegation and monitoring arrangements are being put in place to ensure clarity in terms of lines of accountability and appropriate levels on ongoing scrutiny.
- 7.2. Work is currently underway to put in place sound financial governance arrangements for the IJB which will underpin and provide assurance around the operational delivery and strategic planning arrangements of the Partnership.

### **Financial Assurance**

The Chief Officer is working with the NHS Board and the Council's Director of Finance to carry out the required financial assurance work, in line with Scottish Government guidance. This work will take place over the course of 2015/16 and will be subject to internal audit scrutiny, and will be formally reported to Council in March 2016.

### **Audit Arrangements**

- 7.3. The IJB has confirmed the Council Chief Internal Auditor as Chief Internal Auditor for the IJB. Standing Orders for an IJB Audit Committee will be submitted to the next IJB meeting on 20 November 2015 for consideration. An Internal Audit Plan for 2016/17 will be brought by the Chief Internal Auditor of the IJB to a future meeting.

- 7.4. The IJB has been classified as a body under Section 106 of the Local Government (Scotland) Act 1973; it will require to produce its own statutory accounts. The Accounts Commission has confirmed that the current external auditors for Local Authorities, provided through Audit Scotland, will have their appointments extended to cover IJB audits. These appointments will be for 1 year only as 2015/16 is the final year in the current round of audit appointments. New 5-year appointments will be made from 2016/17.

### **Risk Management**

- 7.5. The IJB approved the RHSCP's risk policy and strategy on 18 September 2015 and agreed arrangements for the reporting of strategic risks and key operational risks going forward.
- 7.6. Given that operational service delivery will remain within the Council and the NHS Board, the two parent organisations will continue to monitor their own risk management arrangements, and continue to report on risk management matters through established governance structures. From 1 April 2016 this will be reported to elected members through the Leadership Board.
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## **8. Progress Reports to Elected Members**

- 8.1. Reports will be brought to future meetings to update Elected Members on the progress achieved towards integrated arrangements for adult services in line with the Public Bodies (Joint Working) (Scotland) Act 2014, and to seek any necessary approvals pending formal delegation of functions to the IJB by April 2016.
- 8.2. An update report will also be taken to the Leadership Board in December 2015 to provide assurance that, in advance of the prescribed functions being delegated by 1 April 2016, well organised preparations are underway to implement the appropriate supporting organisational governance arrangements. .
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## **Implications of this report**

1. **Financial Implications** - The proposed model of integration through pooled budgets, will have significant implications for how the budget of adult services and addictions is governed.
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 will be developed in accordance with the legislation.

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 supported by IT systems will be required under new integrated arrangements as these are developed.
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.
10. **Risk Implications** – Risk management arrangements will require to be developed on an integrated basis.
11. **Privacy Impact** - none

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## List of Background Papers

- (a) Background Paper 1: Report to Council 19 December 2013 - Integration of Health and Social Care Services in Renfrewshire
- (b) Background Paper 2: Report to Council 9 October 2014 - Integration of Health and Social Care Services in Renfrewshire
- (c) Background Paper 3: Report to Council 26 February 2015 - Integration of Health and Social Care Services in Renfrewshire
- (d) Background Paper 4: Report to Council 19 May 2015 - Integration of Health and Social Care Services in Renfrewshire
- (e) Background Paper 5: Report to Social Work, Health and Well-Being Policy Board 19 August 2015 - Integration of Health and Social Care Services in Renfrewshire update report

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## Appendix 1: Strategic Planning Group Membership

Membership Category	Representative
Chief Officer	David Leese
Nomination(s) by Renfrewshire Council	Anne McMillan, Corporate Planning Ian Beattie, Head of Adult Services Lesley Muirhead, Development and Housing
Nomination(s) by NHS Greater Glasgow and Clyde	Fiona MacKay, Head of Strategic Planning & Health Improvement  Mandy Ferguson/Katrina Phillips, Operational Head of Service  Jacqui McGeough, Head of Acute Planning (Clyde)
Health Professionals (doctors, dentists, optometrists, pharmacists, nurses, AHPs)	Chris Johnstone, Associate CD John Carmont, District Nurse Rob Gray/Sinead McAree, Mental Health Consultant Susan Love, Pharmacist David Wylie, Head of Podiatry
Social Care Professionals (social worker or provider)	Jenni Hemphill, Mental Health Officer Anne Riddell, Older People's Services Aileen Wilson, Occupational Therapist
Third Sector bodies carrying out activities related to Health and Social Care	Stephen McLellan, RAMH
Carer of user of social care  Carer of user of health care	Diane Goodman, Carers' Centre Maureen Caldwell Linda Murray, Learning Disabilities Carers' Forum
User of social care	Debbie Jones, Public Member
User of health care	Betty Adam, Public Member
Non commercial provider of healthcare	Karen Palmer, Accord Hospice
Commercial provider of social care	Linsey Gallacher, Richmond Fellowship
Commercial provider of healthcare	Robert Telfer, Scottish Care
Non-commercial provider of social care	Susan McDonald, Active Communities
Non-commercial provider of social housing	Elaine Darling, Margaret Blackwood Association
Staff representative (Trade Union) Social Work	Eileen McCafferty
Staff representative (Trade Union) Health	Claire Craig



## **Appendix 2: Integration Joint Board Membership**

### **Voting Membership**

Four voting members appointed by the Council

Cllr Ian McMillan  
Cllr Derek Bibby  
Cllr Jacqueline Henry  
Cllr Michael Holmes  
Donny Lyons  
John Brown  
Donald Syme  
Morag Brown

Four voting members appointed by the Health Board

### **Non-voting Membership**

Chief Officer  
Chief Finance Officer  
Chief Social Work Officer  
Registered Nurse  
Registered Medical Practitioner (GP)  
Registered medical Practitioner (non GP)

David Leese  
Sarah Lavers  
Peter Macleod  
Karen Jarvis  
Stephen McLaughlin  
Alex Thom

### **Non-voting membership**

Council staff member involved in service provision  
Health Board staff member involved in service provision  
Third sector representative  
Unpaid carer residing in Renfrewshire  
Service user residing in Renfrewshire  
Trade union representative - Council staff  
Trade union representative - Health Board staff

Liz Snodgrass  
David Wylie  
Alan McNiven  
Helen McAleer  
Stephen Cruikshank  
John Boylan  
Graham Capstick



### Appendix 3: Legal requirements and commitments

The tables below detail Renfrewshire's legal requirements and commitments in relation to Health and Social Care Integration as set out in the Public Bodies (Joint Working) (Scotland) Act 2014 Act and its Integration Scheme.

Requirement / commitment source:	Key
Act & supporting Regulations	Act
Renfrewshire Integration Scheme	IS
Scottish Government guidance	SG
Established governance arrangements for parent bodies	Gov

1. Governance (non-financial) arrangements				
Legal requirement /commitment	Type	Legal deadline	Target date	RAG
Integration Scheme approved, published and Integration Joint Board (IJB) legally established	Act	27/06/15	-	
The 1 <sup>st</sup> meeting of the legally constituted IJB	Act	-	18/09/15	
Ratify the remit and constitution of the IJB including its voting and non members, chair and vice chair.	Act	-	18/09/15	
The Procedural Standing Orders of the IJB agreed	Act	-	18/09/15	
IJB ratify the appointment of the Chief Officer, Chief Finance Officer and establish the Strategic Planning Group (including governance arrangements and Terms of Reference)	Act	-	18/09/15	
Risk policy, strategy, procedures and list of key strategic risks approved by IJB	IS	27/09/15	18/09/15	
Arrangements for Hosted Services agreed amongst the IJBs in the GG&C area.	IS	31/03/16	18/03/16	
Health and Safety policy and procedures in place	IS	31/03/16	18/03/16	
Complaints policy and procedures in place	IS	31/03/16	18/03/16	
FoI policy and procedures in place and Publications Scheme in place	Act	31/03/16	18/03/16	
Business continuity arrangements in place	IS	31/03/16	18/03/16	
Equalities scheme and EQIAs completed for Partnership (in line with IJB requirements under the Equalities Act)	IS	31/03/16	18/03/16	
Parent organisations agree the provision of support services for the IJB	IS	31/03/16	18/03/16	
CO confirms all governance arrangements in place (IJB Report) for functions to be delegated from parent organisations to the IJB	IS	31/03/16	18/03/16	
Functions delegated to IJB	Act	01/04/16	01/04/16	

Key:		Complete		On target		Risk of delay		Significant Issues
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2. Communication and engagement				
Legal requirement /commitment	Type	Legal deadline	Target date	RAG
IJB agrees its participation and engagement strategy	IS	27/12/15	20/11/15	✓

3. Strategic Plan (the order of Strategic Plan activities are prescribed in the Act but not specific individual deadlines for each stage)				
Legal requirement /commitment		Legal deadline	Target date	RAG
IJB agree its proposals for the Strategic Plan	Act	-	18/09/15	✓
SPG feedback on the proposals for the Strategic Plan content	Act	-	23/09/15	✓
IJB agree its first draft of Strategic Plan, taking account of SPG feedback	Act	-	20/11/15	✓
SPG feedback on the first draft of the Strategic Plan content	Act	-	27/11/15	✓
IJB agree its second draft of Strategic Plan, taking account of SPG feedback	Act	-	15/01/16	✓
Formal consultation with prescribed stakeholders including SPG, Health Board and Council (commences 18/01/16)	Act	-	07/02/16	✓
Update report on consultation and final draft of Strategic Plan prepared for the IJB	Act	-	15/02/16	✓
Health Board updated on the outcome of the consultation and the draft Strategic Plan	Gov	Not legal req't	16/02/16	✓
Council updated on the outcome of the consultation and the draft Strategic Plan	Gov		25/02/16	✓
IJB approve their final version of the Strategic Plan	Act	31/03/16	18/03/16	✓
Strategic Plan published along with financial statement and statement of action taken by IJB under section 33 (consultation and development of the Strategic Plan).	Act	31/03/16	31/03/16	✓

4. Performance Management				
Legal requirement /commitment		Legal deadline	Target date	RAG
Parties prepare a list of targets and measures in relation to delegated and non delegated functions	IS	27/06/15	27/06/15	✓
Council and Health Board develop proposals on targets and measures for 2015/16 'interim' performance framework to be submitted to an early meeting of the IJB	IS	-	18/09/15	✓
IJB agree its reporting arrangements and supporting plan to develop 2016/17 performance framework with the Council and Health Board	IS	-	18/09/15	✓
IJB agree 2016/17 performance framework, taking account of localities, reporting arrangements and plans to publish the annual performance report.	IS	27/06/16	27/06/16	✓

5. Delivering for Localities				
Legal requirement /commitment		Legal deadline	Target date	RAG
IJB agree locality arrangements (in line with SG guidance), based on stakeholder engagement, which will be reflected in the Strategic Plan (**must align with timeline for Strategic Plan)	IS	-	20/11/15	✓

6. Workforce				
Legal requirement /commitment		Legal deadline	Target date	RAG
IJB note draft Workforce plans which require to be submitted for approval by the parent organisations - a) Workforce planning and development; b) Organisational development; c) Learning and development of staff; and d) Engagement of staff and development of a healthy organisational culture.	Gov	Not legal req't	15/01/16	✓
Chief Officer implements Workforce governance arrangements between the IJB and parent organisations	IS	31/03/16	15/01/16	✓
Parent organisations formal structures established to link the Health Board's area partnership forum and the Council's joint consultative forum with any joint staff forum established by the IJB.	IS	31/03/16	15/01/16	✓
Workforce plans and agreed management / governance structures approved by Health Board	IS	31/03/16	16/02/16	✓
Workforce plans and agreed management / governance structures approved by Council	IS	31/03/16	25/02/16	✓
IJB note the approved Workforce plans and agree management / governance structures	Gov	Not legal req't	18/03/16	✓

7. Clinical and Care Governance				
Legal requirement /commitment		Legal deadline	Target date	RAG
IJB approve draft Quality, Care & Professional Governance Framework and implementation plan, including approach to working with parent organisations	Gov	Not legal req't	18/09/15	✗
The Parties and the IJB implement appropriate clinical and care governance arrangements for their duties under the Act.	IS	31/3/16	18/03/16	✓
IJB Quality, Care & Professional Governance Framework in place	IS	31/03/16	18/03/16	✓
Health and Care Governance Group established	IS	31/03/16	18/03/16	✓
Chief Social Work Officer provides annual report to IJB (Section 5.15 of IS)	IS			✓

8. Finance and Audit				
Legal requirement /commitment		Legal deadline	Target date	RAG
IJB Audit arrangements agreed	IS	31/03/16	18/09/15	
Insurance arrangements (claims handling) in place	IS	31/03/16	31/12/15	
IJB agree procedure with other relevant integration authorities for claims relating to Hosted Services		31/03/16	18/03/16	
IJB sign off financial governance arrangements as per the national guidance	IS	31/03/16	20/11/15	
IJB report on due diligence on delegated baseline budgets moving into 2016/17	IS	31/03/16	18/03/16	
Draft proposal for the 2016/17 Integrated Budget based on the Strategic Plan approved by IJB	IS	31/03/16	18/03/16	
Draft proposal for the Integrated Budget based on the Strategic Plan presented to the Council and the Health Board for consideration as part of their respective annual budget setting process	IS	31/03/16	31/03/16	
Parent organisations confirm final IJB budget	IS	31/03/16	31/03/16	
Financial statement published with the Strategic Plan	Act	31/03/16	31/03/16	
Resources for delegated functions transferred to IJB from parent organisations	Act	31/03/16	31/03/16	
Audit Committee established with agreed Terms of Reference	IS	31/03/16	31/03/16	

9. Information sharing and ICT				
Legal requirement /commitment	Type	Legal deadline	Target date	RAG
Information Sharing Protocol ratified by parent organisations	IS	31/03/16	25/02/16	
Information Sharing Protocol shared with IJB	Gov	Not legal req't	18/03/16	
Appropriate Information Governance arrangements are put in place by the Chief Officer	IS	31/03/16	18/03/16	

In addition to these legal milestones, regular progress reports will be brought to the IJB to provide reassurance that the Renfrewshire Health and Social Care Partnership is on track to deliver on its commitments.

The legal milestones will be reviewed and, where appropriate, revised in light of further guidance which is expected to be issued by the Scottish Government.

Further to this statutory work to progress these key areas, additional work is also underway to support the establishment of the Partnership including

- Regular, and meaningful, communication and engagement with our staff and key stakeholders, in particular community partners, outwith the formal prescribed consultation on the Strategic Plan;
- Organisational development activities for our Senior Leadership Group, IJB, Strategic Planning Group and workforce during the shadow year;
- Addressing the ICT and information sharing barriers which can be tackled in the short term, and start identifying the key ICT developments which will enable more seamless integrated working in future.