

Agenda item 7

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

On: 3 November 2015

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

Heading: Senior Management Structure for Renfrewshire's Health and Social Care Partnership

1. Summary

- 1.1. This report provides an update on the new Renfrewshire Health and Social Care Partnership (RHSCP) senior management structure which was approved by the Integration Joint Board (IJB) on 18 September 2015. The structure will provide the required arrangements for the effective and proper delivery of the Integration Joint Board's delegated functions, in line with the The Public Bodies (Joint Working) (Scotland) Act 2014 (the Act).

2. Recommendation

Elected Members are asked to note:

- 2.1. the new RHSCP senior management structure as detailed at Appendix 1: RHSCP Senior Management Structure, which the Chief Officer will implement in consultation with the Chair of the Integrated Joint Board by 1 April 2016.
- 2.2. the proposed Clinical and Care Governance arrangements which will ensure sufficient professional oversight for services provided through the proposed RHSCP management structure.

3. Background

- 3.1. The Public Bodies (Joint Working) (Scotland) Act 2014 (the Act) requires all prescribed adult social care and health functions to be delegated to the Integration Joint Board by 1 April 2016 by NHS Greater Glasgow and Clyde and Renfrewshire Council.

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- 3.2. In January 2015, Renfrewshire Council and NHS Greater Glasgow and Clyde appointed David Leese as Chief Officer Designate, ahead of the formal creation of the Integration Joint Board, and this appointment was ratified by the Integration Joint Board at its inaugural meeting on 18 September 2015..
- 3.3. The Chief Officer role provides a point of joint accountability to the Integration Joint Board for the performance of the functions delegated to it, and to the Chief Executives of NHS Greater Glasgow and Clyde and Renfrewshire Council in respect of the functions delegated by their respective organisations.

Shadow Integration Arrangements

- 3.4. Prior to the Integration Joint Board being legally established, the Chief Officer Designate was delegated responsibility by the parent organisations to oversee preparations for the practical development and implementation of integrated working arrangements to meet the key legislative requirements set out in the Public Bodies (Joint Working) (Scotland) Act and Renfrewshire's Integration Scheme
- 3.5. As part of these preparations the Chief Officer Designate has developed, in consultation with the senior managers and the Chief Executives of the parent organisations, a management structure for the new Renfrewshire Health and Social Care Partnership (RHSCP)
- 3.6. The Chief Officer Designate has also worked with the Chief Social Work Officer to ensure that the design of this management structure allows him, in his statutory role, to have the appropriate seniority and professional oversight of social work functions.

Approval of RHSCP Management Structure

- 3.7. The Scottish Government legally established the Renfrewshire Integration Joint Board on 27 June 2015. The first meeting of the legally established Integration Joint Board was held on 18 September 2015.
- 3.8. At this first meeting, members of the IJB officially ratified the Chief Officer's appointment and approved his proposed new management structure for the RHSCP (as detailed in Appendix 1: RHSCP Senior Management Structure).
- 3.9. The new joint management structure provides the required arrangements for the effective and proper delivery of the Integration Joint Board's delegated functions, in line with legislation.
- 3.10. Service delivery will be managed in sectors i.e. multi-disciplinary team across two geographical areas, Paisley and West Renfrewshire, to ensure the new RHSCP builds and develops the relationships, collaborations and joint working between individuals, teams and services to optimise the benefits of bringing health and social care services together. The new Head of Community Service

posts will work in close partnership with the Head of Mental Health, Addictions and Learning Disabilities to optimise how services connect and work together. The geographical focus of these new posts will also complement the future locality approach that the HSCP will develop as part of its strategic planning process and is consistent with the Scottish Government guidance on delivering for localities.

New Senior Management Structure

Chief Finance Officer (CFO)

- 3.11. In addition to a Chief Officer, the legislation requires the Integration Joint Board to appoint a Chief Finance Officer. At its first meeting on 18 September 2015, the Integration Joint Board ratified the appointment of Sarah Lavers, former Social Work Finance Manager, as Chief Finance Officer.
- 3.12. The Chief Finance Officer will act as the Section 95 Officer for the RHSCP and is the accountable officer for the financial administration and performance of the services delegated to the Integration Joint Board.
- 3.13. The Chief Finance Officer will sit within the RHSCP senior management structure, working closely with the Director of Finance and Resources, Renfrewshire Council and the Director of Finance at NHS GCC.

Operational Management

- 3.14. The new structure will create two new Heads of Community Services posts
- Head of Community Services – Paisley
Head of Community Services – West Renfrewshire
- 3.15. The new Head of Community Services posts combine responsibility for community based health and social work services focused within a geographical area, and will replace the two existing single agency management posts of Head of Adult Social Work Services (Council post) and Head of Primary Care and Community Services (NHS post).
- 3.16. The creation of these new posts has been influenced by a number of factors including:
- an area based model for the management of community based health and social care services will facilitate building collaborative, cross functional relationships;
 - provides an organisational and operational arrangement which will optimise joint and integrated working with mental health, addictions and learning disability services;
 - operational alignment will complement any future locality model. The RHSCP has a requirement, in terms of legislation, to introduce at least two localities and associated locality planning;

- many health and adult social care teams are already grouped within these geographical areas;
- provides a clear basis for building joint and collaborative working with GP practices and other NHS contractor services such as community pharmacists;
- provides a clear basis for other services and activities to be better aligned within the HSCP - these include health promotion, advice and improvement activities, organisational development activities, pharmacy advice, links and joint working with housing, children's services, employment services;
- facilitates financial planning as per the Scottish Government localities guidance.

3.17. To ensure the required social care professional input, it will be essential for one of the Heads of Community Services to have experience working at a senior level within social work and have a social work qualification. Service Managers will be aligned to each of the Head of Community Service posts based on their area of responsibilities.

3.18. The Head of Mental Health and Addictions Services' post (existing NHS post) has been extended to include the Learning Disabilities service. During the shadow period, it was agreed that this service, which was previously jointly managed by the Head of Adult Social Work Service and the Head of Primary Care and Community Services, would be better aligned with Mental Health and Addictions Services.

Head of Strategic Planning and Health Improvement

3.19. There will be a minor change to the current Head of Planning, Performance and Health Improvement's job title. This NHS post will now be titled Head of Strategic Planning and Health Improvement to reflect its key role working with the Integration Joint Board to develop, and deliver on actions identified within, the Strategic Plan.

Support Services

3.20. A Head of People and Change (NHS) post will be established and filled to ensure the Chief Officer has appropriate advice and support on NHS human resource matters. The Council will ensure that the Chief Officer has appropriate support on HR matters relating to Council employed staff within the Partnership

3.21. The Head of NHS Administration post (existing NHS post) will play a key role in developing and delivering a comprehensive business support function for the HSCP, which includes the co-ordination and management of the complaints process, freedom of information, risk management, health and safety, facilities management and NHS administration staff.

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- 3.22. It is recognised that the RHSCP will continue to rely on the provision of additional support services, such as legal, procurement, from both parent organisations. A paper setting out the proposed arrangements for these services will be submitted for consideration and approval to a future meeting of the Integration Joint Board.

Clinical and Care Clinical governance

- 3.23. The Act does not change the current regulatory framework within which health and social care professionals work, or the established professional accountabilities that are currently in place within the NHS and Council. As such, the Clinical Director, Lead Clinicians, service specific Professional Leads and the Senior Professional Nurse Advisor will continue to be members of the RHSCP management team with a clear role to ensure clinical, nursing and allied health professional leadership, advice and support.
- 3.24. A Senior Professional Nurse Advisor (NHS) has been seconded on a twelve month basis which commenced on 5 October 2015. This provides time for the Chief Officer to consider how this role can best be taken forward within the new RHSCP management structure.
- 3.25. In line with the Act, a supporting RHSCP Quality, Care, and Professional Governance Framework has been developed and approved by the Integration Joint Board.

Chief Social Work Officer (CSWO)

- 3.26. The revised structure recognises that the role of the Chief Social Work Officer will not be embedded in the integrated senior management structure of the RHSCP but will provide professional governance. The Chief Social Work Officer, Peter Macleod, Director of Renfrewshire Council's Childrens Services has been consulted on the new structure and has agreed with the Chief Officer Designate appropriate Clinical and Care Governance arrangements to allow him sufficient professional oversight for social work services provided by the RHSCP. These governance arrangements will be set out in the aforementioned RHSCP Quality, Care, and Professional Governance Framework, which will be subject to Integration Joint Board's approval and will be further developed, embedded and monitored as the new organisation becomes established
- 3.27. The professional governance links between the Chief Social Work Officer and the RHSCP are set out in Appendix 1: RHSCP Senior Management Structure.

Recruitment Process

- 3.28. An appointment process has been developed in line with the principles of the organisational change arrangements applicable to the parent organisations, whereby restricted competitive interviews are proposed when direct 'matching' cannot be applied.

- 3.29. The new structure has been subject to consultation and discussions with a range of stakeholders in particular staff and Trades Unions.
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Implications of the Report

1. **Financial** - none
2. **HR & Organisational Development** – HR and Trade Unions consultations has taken place as referenced in the report. There will be an investment in Organisational Development to enable these structures to operate effectively.
3. **Community Planning** – the RHSCP is a key partner within the Renfrewshire Community Planning Partnership.
4. **Legal** – to be in line with The Public Bodies (Joint Working) (Scotland) Act
5. **Property/Assets** - none
6. **Information Technology** – none
7. **Equality and Human Rights** - 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 have been identified arising from the recommendations contained in the report. 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. **Procurement Implications** - none
9. **Privacy Impact** - none
10. **Risk Implications** – all organisational operational risks will be reflected and monitored in the Integration Joint Board risk register
11. **Privacy Impact** – None.

List of Background Papers –

Scottish Government Localities Guidance - <http://www.gov.scot/Publications/2015/07/5055>

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Appendix 1 – new senior management structure

