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

On: 8 March 2016

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

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

1. Summary

- 1.1. The Public Bodies (Joint Working) (Scotland) Act 2014 puts in place the framework for the formal integration of health and adult social care services from April 2015, and has significant implications for the future governance and delivery arrangements of health and adult social care services in Renfrewshire.
 - 1.2. This report provides a further update on work being taken forward in Renfrewshire to prepare for the practical implementation of integrated working arrangements to ensure that the new Integration Joint Board (IJB) is appropriately organised and mobilised to assume responsibility for delivering health and adult social care across Renfrewshire. As outlined in the report, very good progress is being achieved across the wide range of workstreams required to support the IJB and ensure it is appropriately prepared for 1 April 2016.
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2. Recommendations

Elected Members are asked to note:

- 2.1. The Council's response to the formal consultation on the Strategic Plan was approved the Leadership Board on 17 February 2016.
- 2.2. The work being undertaken to develop the Strategic Plan, taking account of consultation feedback, and that the final Plan will be submitted to the IJB for approval when it meets on 18 March 2016.
- 2.3. The good progress being achieved to enable local implementation of integrated health and adult social care services in terms of the Public Bodies

(Joint Working)(Scotland) Act 2014. All prescribed functions must be delegated from the parent organisations to the IJB by 1 April 2016.

- 2.4. The current status and planned action in relation to the development of sound financial governance arrangements for the IJB and confirmation of the 2016/17 budgets for delegated functions by 1 April 2016.
 - 2.5. A joint Health and Adult Social Workforce Plan, developed by the Council and NHS GGC, will be submitted to the Leadership Board meeting on 29 March 2016 for consideration and approval.
 - 2.6. The IJB will develop and agree its 2016/17 performance framework by 27 June 2016, in line with the commitment within the Integration Scheme to have this in place within one year of being legally constituted.
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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 adult social care services from April 2015, and has significant implications for the governance and delivery arrangements of health and adult social care services in Renfrewshire.
- 3.2. Previous reports have been brought to Council and the Social Work, Health and Well Being Policy Board providing an update on the work being taken forward in Renfrewshire to prepare for the practical implementation of integrated working arrangements by 1 April 2016.
- 3.3. This report provides a further update and reassurance on the very good progress being achieved to ensure the new IJB is appropriately organised and mobilised to effectively assume responsibility for delivering health and adult social care across Renfrewshire.

4. The development of the Strategic Plan

- 4.1. 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. All prescribed functions must be delegated from the parent organisations to the IJB by 1 April 2016.
- 4.2. At the Social Work, Health and Well Being Board meeting on 3 November 2015, Members noted the IJB's timeline to develop its Strategic Plan in line with the prescribed stages of the strategic planning process set out in legislation.
- 4.3. The IJB agreed its second draft of the Strategic Plan on 15 January 2016. In line with legislative requirements, the IJB then undertook a formal consultation exercise, from 18 January until 3 February 2016, to seek feedback on this draft of the Strategic Plan. The 2014 Act prescribes the stakeholders who had to be consulted as part of this process, including staff, service users, carers, the third sector providers, the Council and Health Board.

- 4.4. The Council's formal response to the consultation on the Strategic Plan was approved by the Leadership Board at its meeting on 17 February 2016.
- 4.5. The IJB will agree its final draft of the Strategic Plan when it meets on the 18th March 2016, taking into account the feedback from the consultation exercise. On approval, the final Strategic Plan will be published and an easy read version will also be made available.

5. The programme of work to support health and adult social care integration

- 5.1. Members have previously been advised of the programme of work underway to ensure that all the necessary processes, policies and plans are in place, as required, to allow local implementation of integrated health and adult social care services in terms of the Public Bodies (Joint Working)(Scotland) Act 2014 by 1 April 2016.
- 5.2. The Health and Social Care Partnership (HSCP) is on track to deliver the wide range of programme workstreams. Appendix 1 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.
- 5.3. An update on the final key programme activities underway, and the implications for the Council, is provided in the paragraphs below.

6. Financial Governance and Assurance Arrangements

- 6.1. The Chief Officer, supported by the Chief Finance Officer, will be responsible on behalf of the IJB for managing the NHS GGC and Council budgets for functions delegated to it from 1 April 2016, and for remaining within those allocated budgets. Work is currently being finalised to confirm health and adult social care budgets for 2016/17.
- 6.2. The Chief Officer 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 of ongoing scrutiny. The IJB has agreed a range of financial governance arrangements which will underpin and provide assurance around the operational delivery and strategic planning arrangements of the Renfrewshire Health and Social Care Partnership (RHSCP) from 1 April 2016.
- 6.3. The Chief Officer and Chief Finance Officer have been working with the Council's Director of Finance and Resources and the NHS GCC Director of Finance to carry out the required financial due diligence work, in line with Scottish Government guidance. The due diligence process is required to ensure that the resources delegated on 1 April 2016 are sufficient for the IJB to carry out its functions.
- 6.4. This process ensures consistency in approach, setting out continuing pressures, demands and associated risks in relation to the delegated functions and identifies relevant and necessary management action to be taken, including any baseline funding adjustments. It is recognised that the budget set for any large scale, complex public sector organisation will never be free of risk and will always require careful, diligent and pro-active

management throughout the financial year, to manage risk and planned and unplanned demand and pressures. The IJB will be no different in this regard.

- 6.5. The IJB's Chief Internal Auditor is carrying out an independent review on the adequacy of the due diligence process adopted to confirm budgets for 2016/17 and will report her findings to the IJB when it meets on 18 March 2016. In addition, in her capacity as the Council's Chief Internal Auditor, she will also report on her findings to the Audit, Scrutiny and Petitions Board.
- 6.6. In line with national guidance, the Council is carrying out its own due diligence process in relation to the adequacy of 2016/17 budgets for the prescribed adult social care functions which will be delegated to the IJB. This will be reported to a future Council meeting.

7. Issuing of Directions

- 7.1. The Public Bodies (Joint Working) (Scotland) Act 2014 (sections 26 and 27) requires the IJB to issue directions to the constituent bodies (Renfrewshire Council and NHS Greater Glasgow and Clyde) for each function being delegated to it as the integration authority.
- 7.2. The Act states that "where the integration authority is an integration joint board, it must give a direction to a constituent authority to carry out each function delegated to the integration authority".
- 7.3. The directions are the mechanism by which the IJB instructs the constituent authority to carry out the delegated functions. These are documents which set out how the IJB expect the constituent bodies to deliver each function, and spend IJB resources, in line with the Strategic Plan.
- 7.4. When the IJB approves its Strategic Plan, this will allow for health and adult social care functions to be delegated from the constituent bodies to the new integrated authority. On delegated authority from the IJB, the Chief Officer will then issue Directions to the Council and NHS GCC for their respective delegated functions as set out in Renfrewshire's Integration Scheme.

8. Workforce

- 8.1. In line with Renfrewshire's Integration Scheme, the Council and NHS GGC are developing a joint Workforce Plan for the integrated health and adult social care services. This Plan will complement the Council's approved Workforce and Organisational Development Strategy, specifically setting out how the parent organisations will jointly support employees who work in an integrated environment. This Plan will be submitted for approval to the Leadership Board meeting when they meet on 29 March 2016. The Director of HR, NHS GGC will also approve this Plan on behalf of the Health Board.

9. Performance Management

- 9.1. From 1 April 2016 responsibility for monitoring the performance of delegated health and adult social care will sit with the IJB. In preparation for this significant change, the HSCP has already developed a joint scorecard, based on the existing targets and measures within the NHS and the Council, as a basis for performance reporting during 2015/16. This interim framework was approved by the IJB at its meeting on 18 September 2015.

- 9.2. Work is now underway to develop an integrated performance framework and balanced scorecard, building on the 2015/16 reporting arrangements and taking account of the IJB's Strategic Plan, locality and financial reporting arrangements. In line with the commitment within the Integration Scheme, the IJB will agree its 2016/17 performance framework by 27 June 2016, within one year of the IJB being legally constituted. The Scottish Government is due to publish its final guidance and confirm the national performance framework in the next two months which will inform the development of the local framework.
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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

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
 - (f) Background Paper 6: Report to Social Work, Health and Well-Being Policy Board 3 November 2015 - Integration of Health and Social Care Services in Renfrewshire update report
 - (g) Background Paper 6: Report to Social Work, Health and Well-Being Policy Board 19 January 2016 - Integration of Health and Social Care Services in Renfrewshire update report
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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 / actual date	RA G
Integration Scheme approved, published and Integration Joint Board (IJB) legally established	Act	27/06/15	-	
The 1 st 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	15/01/16	
Health and Safety policy and procedures in place	IS	31/03/16	15/01/16	
Complaints policy and procedures in place	IS	31/03/16	15/01/16	
Fol policy and procedures in place and Publications Scheme in place	Act	31/03/16	15/01/16	
Business continuity arrangements in place	IS	31/03/16	15/01/16	
Parent organisations agree the provision of support services for the IJB	IS	31/03/16	15/01/16	
Equalities scheme and EQIAs completed for Partnership	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 / actual 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	Type	Legal deadline	Target / actual 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	25/02/16	
Council updated on the outcome of the consultation and the draft Strategic Plan	Gov		25/02/16	
IJB approve its 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	Type	Legal deadline	Target / actual 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	IS	-	18/09/15	

with the Council and Health Board				
IJB agree 2016/17 performance framework, taking account of localities, reporting arrangements and plans to publish the annual performance report 25/02/16 – will be carried into the 2016/17 Programme	IS	27/06/16	27/06/16	✓

5. Delivering for Localities

Legal requirement /commitment	Type	Legal deadline	Target / actual 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	Type	Legal deadline	Target / actual date	RAG
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	✓
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	18/03/16	✓
IJB note the approved Workforce plans and agree management / governance structures	Gov	Not legal req't	18/03/16	✓
Chief Officer implements Workforce governance arrangements between the IJB and parent organisations	IS	31/03/16	31/03/16	✓

7. Clinical and Care Governance



Legal requirement /commitment	Type	Legal deadline	Target / actual 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 its 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) – <i>will be carried into the 2016/17 Programme</i>	IS	-	31/10/16	
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8. Finance and Audit

Legal requirement /commitment	Type	Legal deadline	Target / actual 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 any 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 / actual 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	