

Notice of Meeting and Agenda Shadow Renfrewshire Health and Social Care Integration Joint Board

Date	Time	Venue
Friday, 19 June 2015	09:30	Conference Room, Renfrew Health & Social Work Centre, 10 Ferry Road, Renfrew PA4 8RU.,

KENNETH GRAHAM
Head of Corporate Governance

Apologies

Apologies from members.

Declarations of Interest

Members are asked to declare an interest in any item(s) on the agenda and to provide a brief explanation of the nature of the interest.

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2	Update on the Development of the Integration Scheme Report by Chief Officer Designate	11 - 86
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Minute of Meeting Shadow Renfrewshire Health and Social Care Integration Joint Board

Date	Time	Venue
Friday, 20 March 2015	09:30	Council Chambers (Renfrewshire), Council Headquarters, Renfrewshire House, Cotton Street, Paisley, PA1 1AN

DECLARATIONS OF INTEREST

There were no declarations of interest intimated prior to the commencement of the meeting.

PRESENT

Councillors Derek Bibby, Jacqueline Henry, Michael Holmes and Iain McMillan (Renfrewshire Council) Donald Sime, John Brown and Donald Lyons (Greater Glasgow & Clyde Health Board).

Councillor I McMillan, Convener, presided.

IN ATTENDANCE

David Leese, Chief Officer Designate to Renfrewshire Health & Social Care Partnership; Sandra Black, Chief Executive Peter MacLeod, Director of Children's Services; Alan Russell, Director of Finance and Resources, Ken Graham, Head of Corporate Governance; Alistair McArthur Acting Head of Finance and Resources; Anne McMillan Head of Resources, Lilian Belshaw, Democratic Services Manager, Frances Burns, Health and Social Care Integration Project Manager; Lynn Mitchell, Managing Solicitor (All Renfrewshire Council) Jean Still, Fiona McKay and Jonathan Bryden, Heads of Service (NHS Greater Glasgow & Clyde).

APOLOGIES

Morag Brown

1 **APPOINTMENT OF CHAIR AND VICE CHAIR**

The Chief Officer Designate asked for nominations for the post of Chair of the Shadow Joint Board.

It was proposed that Councillor Iain McMillan be appointed as Chair of the Joint Board.

There being no further nominations it was agreed unanimously that Councillor McMillan be appointed as Chair of the Joint Board.

Councillor McMillan thereafter took the Chair.

Councillor McMillan asked for nominations for the post of Vice Chair of the Joint Board.

It was proposed that Donny Lyons be appointed as Vice Chair of the Joint Board,

There being no further nominations it was agreed unanimously that Donny Lyons be appointed as Vice Chair of the Joint Board.

2 **WELCOME AND INTRODUCTIONS**

Councillor McMillan welcomed those attending the first meeting of the Shadow Integration Joint Board and asked that the members introduce themselves.

3 **MINUTE**

There was submitted the Minute of the Meeting of members of the Shadow Integration Joint Board held on 5th February 2014.

DECIDED: That the Minute be noted.

4 **REMIT AND MEMBERSHIP OF RENFREWSHIRE SHADOW INTEGRATION JOINT BOARD**

There was submitted a joint report by the Chief Officer Designate and the Director of Finance & Resources, Renfrewshire Council relative to the proposed remit of the Board and the appointments made by the Council and NHS Greater Glasgow & Clyde.

The report intimated that the Public Bodies (Joint Working) (Scotland) Act 2014 required that health and social care services for adults (as a minimum) must be integrated and set out options for delegated governance arrangements. The Council and NHS Greater Glasgow & Clyde had agreed that the arrangements for Renfrewshire should be a corporate body model with its own legal identity. This model, known as an Integration Joint Board (IJB), must be established and be able to take on the functions delegated to it by the Council and Health Board in terms of the legislation by 1st April, 2016 at the latest.

The report set out the action already taken to prepare for the establishment of the IJB. However, it was noted that it could not be formally constituted until the Scottish Ministers

had approved the Integration Scheme. This had been submitted to the Scottish Ministers and it was anticipated that the approval process would take up to 12 weeks to complete. It was therefore proposed that a Shadow IJB be established to ensure continuity in governance arrangements and oversight of integration arrangements during the period prior to the IJB being formally constituted. The proposed remit of the Shadow IJB, setting out in wide terms what were anticipated to be the main areas of interest and activity for the Shadow IJB, was appended to the report.

It was noted that in relation to membership, the Council and NHS Greater Glasgow & Clyde had decided on the number and nature of their representation on the Shadow IJB. There would be eight voting members comprising four representatives from each of the constituent bodies and details of the representatives were set out in the report. In addition, it was intimated that the Shadow IJB was able to appoint non-voting members and details of the arrangements for the appointment of non-voting members was the subject of a separate report to this meeting and which was dealt with at item 6 of this Minute.

It was noted that there were some editorial amendments which required to be made to the proposed remit.

DECIDED:

(a) That the remit for the Shadow IJB, which formed the Schedule to the report, be approved;

(b) That it be noted that the Shadow IJB would have eight voting members comprising four elected members and their substitutes appointed by Renfrewshire Council and four non- Executive Directors and their substitutes appointed by NHS Greater Glasgow & Clyde Board;

(c) That it be noted that non-voting members may be elected to the Board, and that this was the subject of a separate report to this meeting; and

(d) That it be noted that there were some editorial amendments which required to be made to the remit.

5 NON-VOTING MEMBERS OF THE SHADOW INTEGRATION JOINT BOARD

There was submitted a joint report by the Chief Officer Designate and the Director of Finance & Resources, Renfrewshire Council relative to the numbers and categories of non-voting members of the Shadow IJB, taking into account the legislation setting out the range of non-voting members who would be able to attend the IJB once it was formally constituted.

It was noted that the legislation relating to health and social care integration expected that once IJBs were formally established there would be non-voting members on the Board. The report set out who, in terms of the legislation, would be co-opted as non-voting members. The report intimated that the legislation also provided that once established the IJB may appoint further non-voting members and that it would appoint at least one further non-voting member from each of the following: staff of the parties engaged in the provision of services under the delegated functions, third sector bodies carrying out activities related to health and social care in the Renfrewshire area, services users residing in the Renfrewshire area and persons providing unpaid care in the

Renfrewshire area.

The report proposed that the Shadow IJB might wish, at this stage, to identify suitable representatives from these groups in anticipation of the IJB being formally constituted later in 2015.

DECIDED:

(a) That it be agreed that the post holders and representatives of the groups listed in paragraph 3.3 of the report be co-opted as non-voting members of the Shadow IJB; and

(b) That the Chief Officer Designate in co-operation with the Council's Head of Corporate Governance be requested to make arrangements for the identification of suitable non-voting members of the Shadow IJB from the groups listed in paragraphs 3.3 and 3.4 of the report.

6 PROCEDURAL STANDING ORDERS FOR MEETINGS OF THE SHADOW INTEGRATION JOINT BOARD

There was submitted a joint report by the Chief Officer Designate and the Director of Finance & Resources, Renfrewshire Council relative to proposed procedural standing orders to govern the arrangements for and procedure at meetings of the Shadow IJB.

The standing orders, appended to the report, comprised a detailed set of rules which would regulate the conduct of meetings of the Shadow IJB. It was intended that the standing orders would be able to be adopted by the IJB, with only minor amendments, once it had been formally constituted. The main features of the standing orders were set out in the report.

DECIDED: That the procedural standing orders, which formed the schedule to the report, be approved.

7 DEVELOPMENT OF THE RENFREWSHIRE DRAFT INTEGRATION SCHEME

There was submitted a report by the Chief Office Designate and the Director of Finance & Resources, Renfrewshire Council relative to the development of the draft Integration Scheme for the Renfrewshire area. The report intimated that the Integration Scheme was a formal legal partnership agreement between Renfrewshire Council and NHS Greater Glasgow & Clyde and was based on the Model Integration Scheme template provided by the Scottish Government. It had been developed jointly by officers of the Council and NHS Greater Glasgow & Clyde. It was noted that the Integration Scheme required to cover all matters prescribed in the Public Bodies (Joint Working) (Integration Scheme) (Scotland) Regulations 2014, including the integration model chosen; the functions to be delegated to the IJB; the governance arrangements under which the IJB would operate; clinical and care governance arrangements; workforce matters; the role and responsibilities of the Chief Officer of the IJB; financial arrangements; risks, claims and complaints; information sharing and dispute resolution.

The report set out feedback received through the consultation process and outlined the approval process for the Integration Scheme.

DECIDED: That the report be noted.

8 **SERVICE DELIVERY PRIORITIES 2015/16**

There was submitted a report by the Chief Officer Designate Renfrewshire Health & Social Care Partnership relative to the Health and Social Care Partnership's planned service delivery priorities and performance monitoring arrangements for 2015/16.

The report intimated that Renfrewshire CHP and Renfrewshire Council's Social Work Service had in place development and improvement plans respectively which had clear priorities and actions which were being reviewed to ensure relevance and clarity for 2015/16. Details of these plans were set out in the report. It was noted that during 2015/16 existing performance management systems would continue for social work and health services and that regular reports would be submitted to the IJB. The development of the Health and Social Care Partnership's strategic plan would be completed later in 2015 and would operate from April, 2016 onwards.

DECIDED:

(a) That the plans in place to plan, deliver and performance monitor services in 2015/16 be noted; and

(b) That it be agreed that future joint performance reports be presented to the IJB at regular intervals.

9 **DEVELOPMENT OF THE STRATEGIC PLAN**

There was submitted a report by the Chief Officer Designate Renfrewshire Health & Social Care Partnership relative to an outline of the proposed approach to developing the Strategic Plan for the IJB and setting out the planned approach to establishing a Shadow Strategic Planning Group to take forward initial work on the development of the Strategic Plan ahead of the formal creation of the IJB.

The report intimated that the Public Bodies (Joint Working) (Scotland) Act 2014 placed a duty on IJBs to develop a strategic plan and guidance had been produced by the Scottish Government setting out how strategic commissioning required to operate in order for integration to deliver improved outcomes for local people. It was noted that in preparing the strategic plan the legislation required that the IJB must have regard to the integration delivery principles; the national health and wellbeing outcomes and the potential impact of any changes on other integration authorities. There was also an obligation under the legislation to plan a minimum of two localities for each IJB area. The report set out the format of the strategic plan; timelines and milestones; and arrangements for engagement and consultation. It was noted that a public engagement event had taken place on 19th March, 2015 at which around 80 people had attended and in respect of which formal feedback would be provided to members of the Shadow IJB.

The legislation also stated that the IJB must establish a strategic planning group to agree a proposed framework for the plan and then take forward development of a draft for approval by the IJB once formally constituted. Details of the required representation on the strategic planning group were provided in the report. It was proposed that, in advance of the formal establishment of the IJB, a shadow Strategic Planning Group be established, chaired by the Chief Officer Designate, ensuring broad representation across communities of interest and geography and that the first meeting of the group be

held no later than 31st May, 2015. It was noted that officers would establish a process for identifying appropriate members to the Shadow Strategic Planning Group and that the Chief Officer Designate, in consultation with the Chair and Vice Chair of the Shadow IJB, would arrange for their appointment prior to formal approval by the Shadow IJB at its meeting to be held on 19th June, 2015.

DECIDED:

(a) That the creation of a Shadow Strategic Planning Group be agreed and that the Chief Officer Designate in consultation with the Chair and Vice Chair be asked to identify appropriate members of the Group;

(b) That the Shadow Board note progress in establishing a process to develop the strategic plan and to request the Chief Officer Designate to further develop that process. Further updates would be brought to future meetings; and

(c) That members be provided with feedback from the public consultation event held on 19th March, 2015.

10 DEVELOPMENT OF THE HEALTH AND SOCIAL CARE PARTNERSHIP (HSCP) INTEGRATION JOINT BOARD

There was submitted a report by the Chief Officer Designate Renfrewshire Health & Social Care Partnership relative to the proposed approach for supporting the development of Board members through 2015/16.

The report referred to the role of the IJB, in particular the challenges as a governance body of gaining insight, understanding and foresight, clarification of priorities and defining expectations; holding to account effectively and seeking assurance, and how this could best be achieved. The report set out a proposed development approach, the outcomes from which could shape the development programme for 2015/16. The report detailed initial headings for development work, including knowledge building, effective ways of working and forming and optimising working relationships and governance. It was suggested that it would be helpful for there to be information sharing with other IJBs on this matter.

It was proposed that a survey be issued to members for completion prior to the next meeting of the IJB to be held on 19th June, 2015, analysis of which would assist with the establishment of the development programme. This was agreed.

DECIDED:

(a) That the next steps in shaping proposals for IJB development be agreed;

(b) That a survey be issued to members for completion prior to the next meeting of the IJB to be held on 19th June, 2015; and

(c) That it be noted that from these steps it was planned to establish a 2015/16 IJB development programme for consideration at the meeting of the IJB to be held on 19th June, 2015.

11 SUPPORT ARRANGEMENTS FOR THE SHADOW INTEGRATION JOINT BOARD

There was submitted a joint report by the Chief Officer Designate and the Director of Finance & Resources Renfrewshire Council relative to the administrative arrangements which required to be put in place to support the operation of the IJB. The report intimated that as a newly established body the Shadow IJB required to have sufficient administrative, secretariat, policy and professional resources available to it to support its activities. Details of the proposed support arrangements were outlined in the report.

DECIDED: That the support arrangements set out in Section 3 of the report be approved.

12 ACCESS TO MEETINGS AND MEETING DOCUMENTS

There was submitted a joint report by the Chief Officer Designate and the Director of Finance & Resources, Renfrewshire Council relative to access to meetings and meeting documents. The report intimated that the IJB was not a statutory committee in terms of the Local Government (Scotland) Act 1973 and, unlike the Council, was not required to comply with the access to information requirements of that legislation. It was noted that Renfrewshire Council, at its meeting held on 26th February, 2015 had agreed to recommend that the IJB published and circulated its papers in order to inform service users, elected members and their constituents.

The report also referred to IJBs being designated as public authorities by the Freedom of Information (Scotland) Act 2002 which provided a statutory right of access to all information held by Scottish public authorities and it was likely that the majority of the information considered by the IJB would require to be provided under a freedom of information request. Accordingly, the report proposed (a) that the same procedures, as appropriate, which applied to access to meetings and documents of meetings of the Council and its Boards, were applied to the Shadow IJB; and (b) that agendas for meetings of the Shadow IJB were published on the Council's and NHS Greater Glasgow & Clyde's websites three clear days prior to the meeting.

DECIDED:

(a) That the same procedures as appropriate which applied to access to meetings and to documents of meetings of the Council and its Boards in terms of the access to information provisions of the Local Government (Scotland) Act 1973 are set out in Part A in Schedule 7A of the Act be applied to the Shadow IJB;

(b) That the agendas and minutes of the Shadow IJB are published on the Council's and NHS Greater Glasgow & Clyde's websites; and

(c) That a report be submitted to a future meeting outlining the arrangements for the development of a publication scheme.

13 REPORT TEMPLATE

There was submitted a proposed template for reports to meetings of the Joint Board.

DECIDED: That the template be approved.

14 **UPDATE ON LEGISLATION AND GUIDANCE FOR HEALTH AND SOCIAL CARE INTEGRATION**

There was submitted a report by the Chief Officer Designate and Director of Finance & Resources, Renfrewshire Council providing an update on the development of legislation and guidance for health and social care integration, including key provisions.

DECIDED: That the report be noted.

15 **PROPOSED DATES OF FUTURE MEETINGS**

There was submitted a report by the Director of Finance & Resources, Renfrewshire Council relative to the timetable of future meeting dates based on five meetings per annum. It was proposed that meetings be held at 9:30am on 19th June, 18th September, 20th November, 2015 and 15th January and 18th March, 2016.

DECIDED:

(a) That the proposed timetable of future meetings be agreed; and

(b) That a report be submitted to a future meeting with proposed dates beyond March 2016.

To: **Shadow Integration Joint Board**

Item 2

On: **19 June 2015**

Report by: **Chief Officer Designate**

Heading: **Update on the Development of the Integration Scheme**

1. Summary

- 1.1. The purpose of this report is to provide an update on the development of the Integration Scheme for the Renfrewshire area.
- 1.2. The Integration Scheme has been approved by Scottish Government officers and the Order to establish the Renfrewshire Integration Joint Board has been laid before the Scottish Parliament.
- 1.3. The Renfrewshire Integration Joint Board will be established on 27 June 2015.

2. Recommendation

- 2.1. That the Shadow Integration Joint Board notes the report.

3. Background

- 3.1. The Integration Scheme is the formal legal partnership agreement between Renfrewshire Council and NHS Greater Glasgow and Clyde.
- 3.2. The draft Integration Scheme was approved by the Health Board on 17 February 2015 and by the Council on 26 February 2015 and was formally submitted to the Scottish Government on 16 March 2015.
- 3.3. On 29 April 2015 the Scottish Government responded informally to the Chief Officer Designate with a number of comments on the Integration Scheme. There followed discussions between the Council, the Health Board and the Scottish Government to agree amendments to the Integration Scheme to address the issues raised.
- 3.4. The final Integration Scheme, which is attached at Appendix 1 to this report, was submitted to the Scottish Government on 19 May 2015. This has been approved by Scottish Government Officers.

- 3.5. The Order to create the Renfrewshire Integration Joint Board has been signed and laid before the Scottish Parliament and the Renfrewshire Integration Joint Board shall be established on 27 June 2015.
- 3.6. The first meeting of the Renfrewshire Integration Joint Board is planned for 18 September 2015 and some of its initial tasks will be to appoint a Chief Officer and Chief Finance Officer and to begin the detailed financial and strategic planning processes as set out in the legislation. These processes will culminate in functions being delegated to the Integration Joint Board on 1 April 2016.
- 3.7. The document attached at Appendix 2 to this report summarises the strategic planning process and provides some other key information on health and social care integration.
- 3.8. The document attached at Appendix 3 to this report shows the timeline for the prescribed stages of the strategic planning process.

Implications of the Report

1. **Financial** – none
2. **HR & Organisational Development** – none
3. **Community Planning** – none
4. **Legal** – The Renfrewshire Integration Joint Board will be established by Order of the Scottish Ministers on 27 June 2015.
5. **Property/Assets** – none
6. **Information Technology** – none

7. **Equality & 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. **Health & Safety** –
9. **Procurement – Risk**
10. **Privacy Impact**

List of Background Papers –

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INTEGRATION SCHEME
BETWEEN
RENFREWSHIRE COUNCIL
AND
GREATER GLASGOW AND CLYDE HEALTH BOARD

1. Introduction

The Public Bodies (Joint Working) (Scotland) Act 2014 (the Act) requires Health Boards and Councils to integrate planning for, and delivery of, certain adult health and social care services. They can also choose to integrate planning and delivery of other services – additional health and social care services beyond the minimum prescribed by Ministers. The Act requires them to prepare jointly a formal integration scheme setting out how this joint working is to be achieved.

Renfrewshire Council (the “Council”) and Greater Glasgow and Clyde Health Board (the “Health Board”) have elected to use a “body corporate” arrangement whereby services will be delegated to a third body called the Integration Joint Board (“IJB”) whose composition reflects a partnership approach between the Council and the Health Board under the leadership of a single Chief Officer.

This Integration Scheme (“Scheme”) sets out the detail as to how the Health Board and Council will work jointly to integrate and plan for services in accordance with the Act. Once the Scheme has been approved by the Scottish Ministers, the IJB (which has distinct legal personality) will be established by Order of the Scottish Ministers.

As a separate legal entity the IJB has full autonomy and capacity to act on its own behalf and can, accordingly, make decisions about the exercise of its functions and responsibilities as it sees fit.

The IJB is responsible for the strategic planning of the functions delegated to it and for ensuring the delivery of its functions through the locally agreed operational arrangements set out within the integration scheme in Section 4. Further, the Act gives the Health Board and the Council, acting jointly, the ability to require that the IJB replaces their strategic plan in certain circumstances. In these ways, the Health Board and the Council together have significant influence over the IJB, and they are jointly accountable for its actions.

The Council and the Health Board are committed to creating the Renfrewshire Health and Social Care Partnership (RHSCP) whose key focus is to ensure high

quality adult health and social care services that improve outcomes for local people in the communities of Renfrewshire.

The core values of the RHSCP will be improvement; efficiency; transparency; and fairness which are underpinned by the integration delivery principles of prevention and protection and in line with national outcomes.

2. Aims and Outcomes of the Integration Scheme

The main purpose of integration is to improve the wellbeing of people who use health and social care services, particularly those whose needs are complex and involve support from health and social care at the same time. The Integration Scheme is intended to achieve the National Health and Wellbeing Outcomes prescribed by the Scottish Ministers in Regulations under section 5(1) of the Act, namely:

1. People are able to look after and improve their own health and wellbeing and live in good health for longer.
2. People, including those with disabilities or long term conditions or who are frail are able to live, as far as reasonably practicable, independently and at home or in a homely setting in their community.
3. People who use health and social care services have positive experiences of those services, and have their dignity respected.
4. Health and social care services are centred on helping to maintain or improve the quality of life of people who use those services.
5. Health and social care services contribute to reducing health inequalities.
6. People who provide unpaid care are supported to look after their own health and wellbeing, including to reduce any negative impact of their caring role on their own health and wellbeing.
7. People using health and social care services are safe from harm.
8. People who work in health and social care services feel engaged with the work they do and are supported to continuously improve the information, support, care and treatment they provide.

9. Resources are used effectively and efficiently in the provision of health and social care services.

The IJB will set out within its Strategic Plan how it will plan to meet the future needs of local people and use its allocated resources to deliver the Outcomes.

3. Supplementary Papers

Once approved by the Scottish Ministers, the contents of this Scheme shall be full and final and it shall not be possible to make any modifications without a further consultation and subsequent further approval by the Scottish Ministers. For this reason, the Scheme sets out the core requirements for the IJB and will be supplemented by several separate documents which will be in line with the Scheme and will provide further detail in respect of the workings and arrangements of the IJB. As the RHSCP develops, it may be necessary to make changes and improvements to certain operational arrangements and this can be achieved through modification of the separate documents supplementing this Scheme. Any changes to these separate documents may be made by approval of the IJB as it sees fit from time to time and such changes will not require to be intimated to nor approved by the Scottish Ministers.

4. Summary of the Scheme and Contextual Information

The Integration Scheme contains 14 clauses that set out the arrangements for the integration of health and social care services within Renfrewshire. The following paragraphs give a summary of each of these clauses and provide some further contextual information:

Clause 1 Definitions and Interpretation

This clause explains what is meant by any technical language used within the Scheme much of which comes from the Act.

Clause 2 Local Governance Arrangements

This clause states the arrangements for appointing voting members and the Chair and Vice-Chair of the Integration Joint Board and the periods they will hold office.

Once established, the Integration Joint Board will also appoint non-voting members in accordance with the Act and may appoint additional non-voting members.

Clause 3 Delegation of Functions

This clause specifies the functions and services which will be delegated by the Health Board and the Council to the Integration Joint Board as required by the Act. All adult health and social care services will be delegated. Social care services will include the delegation of Addictions, Domestic Abuse and Adaptations which have not traditionally sat in the Council's Adult Social Care Services. Children's health services currently provided by the Renfrewshire CHP will also be delegated to the Integration Joint Board however Children's social care services will remain with the Council's Children's Services Directorate alongside Education.

Clause 4 Local Operational Delivery Arrangements

This clause describes the role of the Integration Joint Board particularly with regard to the strategic planning, operational governance and monitoring of integrated services. It also sets out arrangements and processes for the Health Board and the Council to support the Integration Joint Board in this role.

Clause 5 Clinical and Care Governance

This clause deals with the arrangements that will be put in place to ensure the quality and safety of integrated services. It includes arrangements for reporting, professional supervision, advice and accountability.

Clause 6 Chief Officer

The Act states that each partnership must appoint a Chief Officer who will lead the partnership arrangements. This clause details the role and responsibilities of the Chief Officer for the planning and delivery of integrated services. It sets out who the Chief Officer reports to, and what happens if the Chief Officer is not available.

Clause 7 Workforce

This clause describes what integration of services will mean for staff involved in their delivery. It confirms that staff will continue to be employed by the Health Board or the Council. As services change to meet future needs, plans will be developed on a

planned basis involving the full engagement of those affected by any changes and the Trade Unions. A list of plans which will be developed to support staff is included and these will be completed by April 2016.

Clause 8 Finance

This clause includes the role of the Chief Finance Officer, the methods for determining the budget to be made available by the Health Board and the Council to deliver these services and the financial management and reporting arrangements for these resources.

Clause 9 Participation and Engagement

This clause lists the stakeholders who were consulted in the development of the Integration Scheme and the methods of consultation used. The resources and support to be made available by the Health Board and the Council to support the Integration Joint Board to develop a participation and engagement strategy are also outlined. This will be developed within 6 months of the formation of the Integration Joint Board. The Act lists the different stakeholders who must be consulted.

Clause 10 Information Sharing and Data Handling

This clause states that the Health Board and the Council will work together to agree an information sharing accord and specific procedures for the sharing of information in relation to integrated services. The accord and procedures will be developed from existing information sharing and data handling arrangements.

Clause 11 Complaints

This clause sets out the arrangements for complaints relating to integrated services. Existing procedures will continue to be used and, where a complaint relates to multiple services, the parties will work together to prepare a single joint response wherever possible.

Clause 12 Claims Handling, Liability and Indemnity

This clause recognises that the Health Board or the Council could receive a claim arising from activities undertaken on behalf of the Integration Joint Board. It states that normal common law and statutory rules relating to liability will apply and sets out

responsibilities for progressing and determining claims and the manner in which these will be dealt with.

Clause 13 Risk Management

This clause provides that a risk management policy and strategy will be developed by the Integration Joint Board and sets out the primary objectives of the strategy. Risk management procedures and a risk register will be developed in line with existing best practice and the Health Board and the Council will provide appropriate resources to ensure the management of risk meets the standards and reporting timescales set out in the strategy.

Clause 14 Dispute Resolution Mechanism

This clause states the process that will be followed where either of the parties fails to agree with the other or with the Integration Joint Board on any issue related to the Integration Scheme and/or the delivery of integrated services.

The parties to this Integration Scheme are:

THE RENFREWSHIRE COUNCIL, constituted under the Local Government etc. (Scotland) Act 1994 and having its headquarters at Renfrewshire House, Cotton Street, Paisley, PA1 1BU (hereinafter referred to as “the Council”); and

GREATER GLASGOW HEALTH BOARD, constituted under section 2(1) of the National Health Service (Scotland) Act 1978 (as amended) (operating as “NHS Greater Glasgow and Clyde”) and having its principal office at J B Russell House, Gartnavel Royal Hospital, 1055 Great Western Road, Glasgow G12 0XH (hereinafter referred to as “the Health Board”).

1. Definitions and Interpretation

“The Act” means the Public Bodies (Joint Working) (Scotland) Act 2014;

“Chief Finance Officer” means the proper officer of the IJB appointed under section 95 of the Local Government (Scotland) Act 1973

“CSWO” means the Chief Social Work Officer of the Council or, where appropriate and where approved by the IJB, a suitable substitute nominated by him or her;

“The Parties” means the Renfrewshire Council and Greater Glasgow and Clyde Health Board;

“The Renfrewshire Health and Social Care Partnership” and “The RHSCP” are informal terms which, for the purposes of this Scheme mean the Parties working together in accordance with the Scheme and the Strategic Plan to achieve the Outcomes;

“Health Leads” means individuals who have the professional lead for their respective healthcare profession(s) within the Renfrewshire Health and Social Care Partnership;

“Host” means the Integration Joint Board that manages services on behalf of the other Integration Joint Boards in the Health Board area;

“Hosted Services” means those services of the Parties more specifically detailed in clause 3.3 and Annex 3 hereof which, subject to consideration by the Integration Joint Boards within the Health Board area through the Strategic Plan process, the Parties agree will be managed and delivered on a pan Greater Glasgow and Clyde basis by a single Integration Joint Board;

“IJB” means the Integration Joint Board to be established by Order under section 9 of the Act; “Integrated Services” means the services delivered in the Renfrewshire Health and Social Care Partnership under directions from the IJB;

“Outcomes” means the Health and Wellbeing Outcomes prescribed by the Scottish Ministers in Regulations under section 5(1) of the Act;

“The Integration Scheme Regulations” means the Public Bodies (Joint Working) (Integration Scheme) (Scotland) Regulations 2014;

“Integration Joint Board Order” means the Public Bodies (Joint Working) (Integration Joint Boards) (Scotland) Order 2014;

“Scheme” means this Integration Scheme;

“Strategic Plan” means the plan which the IJB is required to prepare and implement in accordance with section 29 of the Act in relation to the delegated provision of health and social care services to adults and health services to children.

In implementation of their obligations under the Act, the Parties hereby agree as follows:

2. Local Governance Arrangements

2.1. In accordance with section 1(2) of the Act, the Parties have agreed that the integration model set out in sections 1(4)(a) of the Act will be put in place for the RHSCP, namely the delegation of functions by the Parties to a body corporate that is to be established by Order under section 9 of the Act. This Scheme comes into effect on the date the Order to establish the IJB comes into force.

2.2. Having regard to the requirements contained in the Integration Scheme Regulations, the Parties have set out in the paragraphs below details of the remit and constitution of the IJB and of its voting membership, chair and vice chair.

2.3. The IJB and the Parties will communicate with each other and interact in order to contribute to the Outcomes.

- 2.4. The IJB has distinct legal personality and the consequent autonomy to manage itself. There is no role for either Party to independently sanction or veto decisions of the IJB.
- 2.5. The IJB is responsible for the strategic planning of the functions delegated to it by the Council and the Health Board, and for ensuring the discharge of those functions through the RHSCP.
- 2.6. The IJB will prepare and implement a Strategic Plan in relation to the provision in Renfrewshire of health and social care services to adults and health services to children in accordance with the Act.
- 2.7. The Act requires the voting members of the IJB are appointed by the Parties; and is made up of councillors and NHS non-executive directors. Whilst serving on the IJB, the members carry out their functions under the Act on behalf of the IJB itself, and not as delegates of their respective Party.
- 2.8. The Parties have agreed the voting membership of the IJB will be as follows:
 - a The Council shall nominate 4 Councillors as voting members.
 - b The Health Board shall nominate 4 voting members.
- 2.9. In accordance with the Integration Joint Board Order, where a voting member is unable to attend a meeting of the IJB, the Party which nominated that member shall use best endeavours to arrange for a suitable experienced proxy to attend the meeting in place of the voting member. For the Council, the proxy must be a Councillor and for the Health Board, the proxy must be a Health Board member. The proxy may vote on decisions put to the meeting but may not preside over the meeting.
- 2.10. In accordance with the Integration Joint Board Order, the voting members of the IJB shall be appointed for a maximum period of 3 years. At the end of their term of office, if the IJB deems it appropriate, a voting member may be reappointed.

- 2.11. In accordance with the Integration Joint Board Order, voting members of the IJB are there *ex officio* (by virtue of their other appointment to the Council or the Health Board). Where a voting member of the IJB from the Council resigns or is removed from office, they shall cease to be a member of the IJB. Where a voting member of the IJB from the Health Board no longer holds membership with the Health Board, they shall cease to be a member of the IJB.
- 2.12. In accordance with the Integration Joint Board Order, a voting member of the IJB shall also cease to be a voting member if he/she fails to attend three consecutive meetings of the IJB, provided the absences were not due to illness or other reasonable cause (which shall be a matter for the IJB to determine). In this event, the IJB shall give the member one month's notice in writing of his/her removal. The IJB will, at the same time, request the organisation which nominated that member to nominate a replacement who will be appointed to the voting membership of the IJB as soon as the other member is removed or within such other time as is reasonably practicable.
- 2.13. In accordance with the Integration Joint Board Order, where a temporary vacancy arises, the vote that would be exercisable by the voting member appointed to that vacancy may be jointly exercisable by the other voting members nominated by the relevant Party.
- 2.14. The Parties will take turns nominating the Chair and Vice-Chair, with one nominating the Chair and the other nominating the Vice-Chair. The first Chair will be nominated by the Council from its voting members and the first Vice Chair will be nominated by the Health Board from its voting members. Each appointment of Chair and Vice-Chair shall be for a two year period at the end of which the Party which last nominated the Chair shall nominate the Vice Chair and vice versa.
- 2.15. The following officers will be co-opted by the IJB as non-voting members:
- a the Chief Officer of the IJB;

- b the Chief Social Work Officer of the Council;
- c the Chief Finance Officer;
- d a registered medical practitioner whose name is included in the list of primary medical services performers prepared by the Health Board in accordance with Regulations made under sections 17P of the National Health Service (Scotland) Act 1978;
- e a registered nurse who is employed by the Health Board or by a person or body with which the Health Board has entered into a general medical services contract; and
- f a registered medical practitioner employed by the Health Board and not providing primary medical services.

The officers listed at d, e and f above shall be nominated by the Health Board in accordance with the Integration Joint Board Order.

2.16. Once established, the IJB may appoint further non-voting members and, in accordance with articles 3(6) and 3(7) of the Integration Joint Board Order, will appoint at least one further non-voting member from each of the following groups:

- a staff of the parties engaged in the provision of services under the delegated functions;
- b third sector bodies carrying out activities related to health or social care in the Renfrewshire area;
- c service users residing in the Renfrewshire area; and
- d persons providing unpaid care in the Renfrewshire area.

2.17. The regulation of the IJB's procedure, business and meetings and that of any Committee of the IJB will follow its standing orders which will be made, and may be amended, by the IJB in accordance with the Integration Joint Board Order . The standing orders will be set out in a separate document.

3. Delegation of Functions

3.1. The functions that are to be delegated by the Health Board to the IJB are set out in Part 1 of Annex 1. The services to which these functions relate, which

are currently provided by the Health Board and which are to be integrated, are set out in Part 2 of Annex 1. The functions set out in Part 1 of Annex 1 are delegated in respect of adult and children's health services but only in so far as they relate to the services listed in Part 2 of Annex 1 and Part 2 of Annex 4.

- 3.2. The functions that are to be delegated by the Local Authority to the IJB are set out in Part 1 of Annex 2. The services to which these functions relate, which are currently provided by the Local Authority and which are to be integrated, are set out in Part 2 of Annex 2. All functions referred to in this clause are delegated to the extent that they are exercisable in relation to persons of at least 18 years of age.
- 3.3. Annex 3 sets out the proposals for hosting arrangements that the IJB and the Chief Officer may be engaged in.
- 3.4. Part 1 of Annex 4 lists additional functions that the Health Board proposes to delegate to the IJB. The services to which these relate are set out in Part 2 of Annex 4.
- 3.5. In exercising its functions, the IJB must take into account the Parties' requirements to meet their respective statutory obligations. Apart from those functions delegated by this Scheme, the Parties retain their distinct statutory responsibilities and therefore also retain their formal decision making roles.
- 3.6. The delegation of functions from the Parties to the IJB shall not affect the legality of any contract made by either of the Parties which relates to the delivery of integrated or non-integrated services.
- 3.7. The Parties will be directed by the IJB to deliver services in line with the Strategic Plan and may commission services from providers in order to do so.

4. Local Operational Delivery Arrangements

4.1. **The operational role of the IJB** shall be as follows:

- 4.1.1. Local operational delivery arrangements will reflect the integration delivery principles established under section 31 of the Act.
- 4.1.2. In terms of the Act the IJB is responsible for the strategic planning of its integrated services as set out in Annexes 1,2 and 4 and the Parties have agreed that the IJB will have operational management for the delivery of those integrated services, except acute hospital services which serve more than one integration authority.
- 4.1.3. The IJB will be supported in its strategic planning and operational management of the delivery of integrated services by regular performance reporting from the Parties. If, and to the extent that, it considers it necessary in light of these reports, the IJB will be required to issue directions to the Parties to improve performance.
- 4.1.4. The IJB shall be responsible for the approval of policy and strategy for those service areas and functions included within the remit of the RHSCP and within the overall frameworks set by the Health Board and the Council.
- 4.1.5. The IJB shall ensure and consider issues relating to effective clinical and care governance within the RHSCP, and where necessary shall make recommendations to either or both the Parties.
- 4.1.6. The Chief Officer will have day to day operational responsibility to monitor delivery of integrated services, other than acute services, with oversight from the IJB. In this way the IJB is able to have responsibility for oversight for operational delivery. These arrangements will operate within a framework established by the Parties for their respective functions, ensuring the Parties can continue to discharge their governance responsibilities. The framework **only applies to operational delivery.**

- 4.1.7. Functions that are in-scope to be delegated may, by agreement, be hosted by the IJB on behalf of another integration authority or on behalf of one or both of the Parties. Similarly, the IJB may arrange for another integration authority to host services on its behalf. In any such circumstances, service level agreements will set out the governance arrangements for operational and strategic accountability.
- 4.1.8. The IJB shall retain oversight for any services delivered to the people of Renfrewshire that are hosted on its behalf by another integration authority and shall engage with the host integration authority and the relevant chief officer on any concerns and issues arising in relation to these services.
- 4.2. The process to develop an agreement for the provision of **support services** to the IJB shall be that the Parties will consider the requirements of the IJB and develop the most effective and efficient way of providing to the IJB those services which support front line service delivery, such as, but not limited to, legal, financial and administrative services.
- 4.3. **To support strategic planning:**
- 4.3.1. The parties will provide support to the IJB for the purposes of preparing and reviewing a Strategic Plan and for carrying out integrated functions, both strategic and operational, that it requires to discharge fully under the Act and other legislation to which it operates.
- 4.3.2. The Parties will provide the necessary activity and financial data for services, facilities or resources that relate to the planned use of services provided by other Health Boards or within other local authority areas by people who live within the Renfrewshire area.
- 4.3.3. The Parties shall arrange to obtain from other relevant integration authorities the necessary activity and financial data for services,

facilities or resources for the planned use of services within the Renfrewshire area by people who are resident outwith the area.

4.3.4. The Parties commit to advise the IJB where they intend to change service provision that will have a resultant impact on the Strategic Plan.

4.4. With regard to **targets and performance measurement**:

4.4.1. The Parties will prepare a list of targets and measures that relate to the delegated functions and the extent to which responsibility for these will lie with the IJB will be taken account of in the Strategic Plan.

4.4.2. The Parties will prepare a list of targets and measures that relate to non-delegated functions which are to be taken into account by the IJB when it is preparing a Strategic Plan and the extent to which responsibility for these will lie with the IJB will be taken account of in its Strategic Plan.

4.4.3. These lists of targets and measures will be prepared by the Parties by the date on which the IJB is formed and may be amended from time to time. The Parties will work together to develop proposals on these targets and measures to put to an early meeting of the IJB for agreement based on the Parties' respective strategic plans and agreements.

4.4.4. The specific reporting arrangements for the IJB will be developed within the first year of its establishment, reflective of previous guidance issued and associated core suite of indicators for integration. It is proposed that this will take the form of a tri-partite agreement between the Health Board, the Council and the IJB. Thereafter, the arrangements shall be reviewed regularly by the Parties and the IJB.

4.4.5. The Parties will share the targets, measures and other arrangements that will be devolved to the IJB and will take into account national guidance on the core indicators for integration.

4.4.6. In preparing performance reports, the Parties will provide the IJB with performance and statistical support resources, access to relevant data sources and will share all information required on services to permit analysis and reporting in line with the prescribed content as set out in Regulations and guidance. Where the responsibility for the target is shared, the Parties will set out their respective accountability and responsibilities.

4.4.7. To support the IJB to performance manage the delivery of the Strategic Plan (including national outcome targets) and management of resources within the budget allocations, the parties will jointly develop a Performance Management Framework (PMF) focused on the delivery of the Outcomes.

4.4.8. The IJB shall prepare and publish an annual performance report. In addition to the annual report, performance will be reported regularly to the IJB and to both Parties.

5. Clinical and Care Governance

5.1. Except as detailed in this Scheme, all strategic, planning and operational responsibility for Services is delegated from the Parties to the IJB and its Chief Officer for operational responsibilities through the Service Delivery Framework.

5.2. The Parties and the IJB are accountable for ensuring appropriate clinical and care governance arrangements for services provided in pursuance of integration functions in terms of the Act. The Parties and the IJB are accountable for ensuring appropriate clinical and care governance arrangements for their duties under the Act. The Parties will have regard to the principles of the Scottish Government's Clinical and Care Governance Framework including the focus on localities and service user and carer feedback.

- 5.3. The Parties will be responsible through commissioning and procurement arrangements for the quality and safety of services procured from the Third and Independent Sectors and to ensure that such Services are delivered in accordance with the Strategic Plan.
- 5.4. The quality of service delivery will be measured through performance targets, improvement measures and reporting arrangements designed to address organisational and individual care risks, promote continuous improvement and ensure that all professional and clinical standards, legislation and guidance are met. Performance monitoring arrangements will be included in commissioning or procurement from the Third and Independent Sectors.
- 5.5. The Parties will ensure that staff working in Integrated Services have the appropriate skills and knowledge to provide the appropriate standard of care. Managers will manage teams of Health Board staff, Council staff or a combination of both and will promote best practice, cohesive working and provide guidance and development to the team. This will include effective staff supervision and implementation of staff support policies.
- 5.6. Where groups of staff require professional leadership, this will be provided by the relevant Health Lead or CSWO as appropriate.
- 5.7. The Organisational Development Strategy will identify training requirements that will be put in place to support improvements in services and Outcomes.
- 5.8. The members of the IJB will actively promote an organisational culture that supports human rights and social justice; values partnership working through example; affirms the contribution of staff through the application of best practice, including learning and development; and is transparent and open to innovation, continuous learning and improvement.
- 5.9. The Chief Officer has delegated responsibilities, through the Parties' Chief Executives, for the Professional standards of staff working in Integrated Services. The Chief Officer, relevant Health Leads and CSWO will work

together to ensure appropriate professional standards and leadership. Where groups of staff require professional leadership, this will be provided by the relevant Health Lead or CSWO as appropriate.

5.10. The Parties will put in place structures and processes to support clinical and care governance, thus providing assurance on the quality of health and social care. A Health and Care Governance Group is to be established by the Parties which, when not chaired by the Chief Officer, will report to the Chief Officer and through the Chief Officer to the IJB. It will contain representatives from the Parties and others including:

- a the Senior Management Team of the Partnership;
- b the Clinical Director;
- c the Lead Nurse;
- d the Lead from the Allied Health Professions;
- e CSWO;

5.11. The Parties note that the Health and Care Governance Group may wish to invite appropriately qualified individuals from other sectors to join its membership as it determines, or as is required given the matter under consideration. This may include Health Board professional committees, managed care networks and Adult and Child Protection Committees.

5.12. The role of the Health and Care Governance Group will be to consider matters relating to Strategic Plan development, governance, risk management, service user feedback and complaints, standards, education, learning, continuous improvement and inspection activity. When clinical and care governance issues relating to Hosted Services are being considered, the Health and Care Governance Group for the Host will obtain input from the Health and Care Governance Groups of the other Greater Glasgow and Clyde Council areas.

5.13. The Health and Care Governance Group will provide advice to the strategic planning group, and locality groups within the Council area. The strategic

planning and locality groups may seek relevant advice directly from the Health and Care Governance Group.

- 5.14. The IJB may seek advice on clinical and care governance directly from the Health and Care Governance Group. In addition, the IJB may directly take into consideration the professional views of the registered health professionals and the CSWO.
- 5.15. The Chief Social Work Officer reports to the Council on the delivery of safe, effective and innovative social work services and the promotion of values and standards of practice. The Council confirms that its Chief Social Work Officer will provide appropriate professional advice to the Chief Officer and the IJB in relation to statutory social work duties and make certain decisions in terms of the Social Work (Scotland) Act 1968. The Chief Social Work Officer will provide an annual report on care governance to the IJB, including responding to scrutiny and improvement reports by external bodies such as the Care Inspectorate. In their operational management role the Chief Officer will work with and be supported by the Chief Social Work Officer with respect to quality of integrated services within the RHSCP in order to then provide assurance to the IJB.
- 5.16. Details of the governance structure relating to the IJB and the Parties are set out in Annex 5. The Area Clinical Forum, Managed Clinical Networks, other appropriate professional groups and Adults and Child Protection Committees are able to directly provide advice to the IJB and Health and Care Governance Group.
- 5.17. Further assurance is provided through:
 - (a) the responsibility of the CSWO to report directly to the Council, and the responsibility of the Health Leads to relate to the Medical Director and Nurse Director who in return report to the Health Board on professional matters; and
 - (b) the role of the Clinical Governance Forum of the Health Board which is to oversee healthcare governance arrangements and ensure that matters which have implications beyond the IJB in relation to health, will be shared across

the health care system. The Clinical Governance Forum will also provide professional guidance, as required.

- 5.18. The Chief Officer will take into consideration any decisions of the Council or Health Board which arise from (a) or (b) above.
- 5.19. The Health Board Clinical Governance Forum, the Medical Director and Nurse Director may raise issues directly with the IJB in writing and the IJB will respond in writing to any issues so raised.
- 5.20. As set out in Section 10 the Parties have information sharing protocols in place.

6. Chief Officer

- 6.1. In accordance with section 10 of the Act, the IJB shall appoint a Chief Officer. The Parties agree that the officer so appointed will be made a member of their respective senior management teams. This will enable the Chief Officer to work with senior management of both Parties to carry out the functions of the RHSCP in accordance with the Strategic Plan.
- 6.2. The Chief Officer will be jointly line managed by the Chief Executives of the Parties.
- 6.3. The Chief Officer will have day to day operational responsibility to monitor delivery of the services set out in Annexes 1, 2 and 4 , other than acute hospital services or the services hosted by another integration authority as detailed in Annex 3.
- 6.4. The Chief Officer will be responsible for the development and monitoring of operational plans which set out the mechanism for the delivery of the Strategic Plan.

- 6.5 The Chief Executive of the Health Board will be responsible for the operational management of acute hospital services and will provide regular updates to the Chief Officer on the operational delivery of, and the set aside budget for, these services.
- 6.6 Where integrated services are hosted by another integration authority, the Chief Officer will arrange to obtain such regular updates and appropriate reports on the operational delivery of these services as the IJB requires.
- 6.7 For planned absences of the Chief Officer, at the request of the IJB, the Chair and Vice-Chair of the IJB and the Chief Officer will agree a suitable interim Chief Officer. For unplanned absences the Parties' Chief Executives will work with the Chair and Vice-Chair of the IJB to identify a suitable interim Chief Officer.

7. Workforce

- 7.1 RHSCP staff will be employees of the Health Board or of the Council, and will be subject to the relevant terms and conditions as specified within their own contracts (including the adherence to the corporate policies of their employing organisation). The process of developing integrated adult service teams, building on existing joint teams, will be initiated during the first year of the RHSCP. Teams for the delivery of the delegated children's health functions will also be developed during this period.
- 7.2 Core Human Resources services will continue to be provided by the appropriate Corporate Human Resource and Workforce functions in the Council and the Health Board who, where appropriate, will work together to develop a shared understanding of human resource and workforce issues.
- 7.3 The Council and the Health Board are committed to the continued development and maintenance of positive and constructive relationships with recognised Trades Unions and professional organisations involved in Health and Social Care. Any future changes will be planned and coordinated and will

ensure the appropriate engagement with all those affected by the changes, in accordance with established policies, procedures and practices of the Parties.

- 7.4 The Parties are committed to ensuring their staff involved in health and social care service delivery have the necessary training, skills and knowledge to provide the people of Renfrewshire with the highest quality services. The Parties recognise that their staff are well placed to identify how improvements can be made to services and will work together and with their staff to develop and establish plans for:
- (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.

The Parties will develop these plans before 1 April 2016.

- 7.5 The Chief Officer will receive advice from Human Resources and Organisational Development professionals who will work together to support the implementation of integration and provide the necessary expertise and advice as required. They will work collaboratively with staff, managers, staff side representatives and trade unions to ensure a consistent approach which is fair and equitable.

- 7.6 The Parties agree that Workforce Governance is a system of corporate accountability for the fair and effective management of staff. Workforce Governance in the IJB will therefore ensure that staff are:-
- Well informed
 - Appropriately trained and developed
 - Involved in decisions
 - Treated fairly and consistently, with dignity and respect and in an environment where diversity is valued.

- Provided with a continually improving and safe working environment, promoting the health and well-being of staff, patients/clients and the wider community.

7.7 The Parties will report on workforce governance matters to the Chief Officer and the IJB through their appropriate governance and management structures. In addition the Parties will establish formal structures 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.

8. Finance

8.1. Introduction to this clause

8.1.1. This clause sets out the arrangements in relation to the determination of the amounts to be paid, or set aside, and their variation, to the IJB from the Council and the Health Board.

8.1.2. The Chief Finance Officer (CFO) will be the Accountable Officer for financial management, governance and administration of the IJB. This includes accountability to the IJB for the planning, development and delivery of the IJB's financial strategy and responsibility for the provision of strategic financial advice and support to the IJB and Chief Officer.

8.2. Budgets

8.2.1. Delegated baseline budgets for 2015/16 will be subject to due diligence and based on a review of recent past performance, existing and future financial forecasts for the Health Board and the Council for the functions which are to be delegated.

8.2.2. The Chief Finance Officer will develop a draft proposal for the Integrated Budget based on the Strategic Plan and present it to the

Council and the Health Board for consideration as part of their respective annual budget setting process. The draft proposal will incorporate assumptions on the following:

- a Activity changes
- b Cost inflation
- c Efficiencies
- d Performance against outcomes
- e Legal requirements
- f Transfer to or from the amounts set aside by the Health Board
- g Adjustments to address equity of resource allocation

This will allow the Council and the Health Board to determine the final approved budget for the IJB.

8.2.3. Either Party may increase its in year payment to the IJB.

8.2.4. The process for determining amounts to be made available (within the 'set aside' budget) by the Health Board to the IJB in respect of all of the functions delegated by the Health Board which are carried out in a hospital in the area of the Health Board and provided for the areas of two or more Local Authorities will be determined by the hospital capacity that is expected to be used by the population of the IJB and will be based on:

- Actual Occupied Bed Days and admissions in recent years;
- Planned changes in activity and case mix due to the effect of interventions in the Strategic Plan;
- Projected activity and case mix changes due to changes in population need (i.e. demography & morbidity).

8.2.5. The projected hospital capacity targets will be calculated as a cost value using a costing methodology to be agreed between the Council, the Health Board and the IJB. If the Strategic Plan sets out a

change in hospital capacity, the resource consequences will be determined through a detailed business case which is incorporated within the IJB's budget. This may include:

- The planned changes in activity and case mix due to interventions in the Strategic Plan and the projected activity and case mix changes due to changes in population need;
- Analysis of the impact on the affected hospital budgets, taking into account cost behaviour (i.e. fixed, semi fixed and variable costs) and timing differences (i.e. the lag between reduction in capacity and the release of resources).

8.3. Budget Management

8.3.1. The IJB will direct the resources it receives from the Parties in line with the Strategic Plan, and in so doing will seek to ensure that the planned activity can reasonably be met from the available resources viewed as a whole, and achieve a year-end break-even position.

8.4. Overspends

8.4.1. The Chief Officer will deliver the outcomes within the total delegated resources and where there is a forecast overspend against an element of the operational budget, the Chief Officer, the Chief Finance Officer of the IJB and the appropriate finance officers of the Parties must agree a recovery plan to balance the overspending budget, which recovery plan shall be subject to the approval of the IJB. In the event that the recovery plan does not succeed, the first resort should be to the IJB reserves, where available, in line with the IJB's Reserves policy. The Parties may consider as a last resort making additional funds available, on a basis to be agreed taking into account the nature and circumstances of the overspend, with repayment in future years on the basis of the revised recovery plan agreed by the Parties and the IJB. If the revised plan cannot be agreed by the Parties

, or is not approved by the IJB, mediation will require to take place in line with the dispute resolution arrangements set out in this Scheme.

8.5. Underspends

8.5.1. Where an underspend in an element of the operational budget, with the exception of ring fenced budgets, arises from specific management action, this will be retained by the IJB to either fund additional capacity in-year in line with its Strategic Plan or be carried forward to fund capacity in subsequent years of the Strategic Plan subject to the terms of the IJB's Reserves Strategy. Any windfall underspend will be returned to the Parties in the same proportion as individual Parties contribute to joint pressures in that area of spend, as the default position unless otherwise agreed between the Parties.

8.6. Unplanned Costs

8.6.1. Neither Party may reduce the payment in-year to the IJB to meet exceptional unplanned costs within either the Council or the Health Board without the express consent of the IJB and the other Party.

8.7. Accounting Arrangements and Annual Accounts

8.7.1. Any transaction specific to the IJB e.g. expenses, will be processed via the Council ledger, with specific funding being allocated by the IJB to the Council for this.

8.7.2. The transactions relating to operational delivery will continue to be reflected in the financial ledgers of the Council and Health Board with the information from both sources being consolidated for the purposes of reporting financial performance to the IJB.

8.7.3. The Chief Officer and Chief Finance Officer will be responsible for the preparation of the annual accounts and financial statement in

line with proper accounting practice, and financial elements of the Strategic Plan and such other reports that the IJB might require. The year-end balances and in-year transactions between the IJB and the Parties will be agreed in line with the NHS Board accounts timetable . The Chief Finance Officer will provide reports to the Chief Officer on the financial resources used for operational delivery and strategic planning.

8.7.4. Monthly financial monitoring reports will be issued by the Chief Finance Officer to the Chief Office in line with timescales agreed by the Parties. Financial Reports will include subjective and objective analysis of budgets and actual/projected outturn, and such other financial monitoring reports as the IJB might require.

8.7.5. In advance of each financial year a timetable of reporting will be submitted to the IJB for approval, with a minimum of four financial reports being submitted to the IJB. This will include reporting on the Acute activity and estimated cost against Set Aside budgets.

8.8. Payments between the Council and the Health Board

8.8.1. The schedule of payments to be made in settlement of the payment due to the IJB will be:

- Resource Transfer, virement between Parties and the net difference between payments made to the Integration Joint Board and resources delegated by the IJB will be transferred between agencies initially in line with existing arrangements, with a final adjustment on closure of the Annual Accounts. Future arrangements may be changed by local agreement.

8.8.2. In the event that functions are delegated part-way through the 2015-16 financial year, the payment to the IJB for delegated functions will be that portion of the budget covering the period from the delegation of functions to the IJB to 31 March 2016.

8.9. Capital Assets and Capital Planning

8.9.1. Capital and assets and the associated running costs will continue to sit with the Parties. The IJB will require to develop a business case for any planned investment or change in use of assets for consideration by the Parties.

9. Participation and Engagement

9.1. In developing this Scheme, the parties undertook stakeholder mapping to identify the key stakeholder groups to be consulted in terms of the Act and the most appropriate and effective methods of consultation for each of these groups.

9.2. All stakeholder groups as prescribed in the Public Bodies (Joint Working) (Prescribed Consultees) (Scotland) Regulations 2014 were consulted by the Parties in the development of this Scheme. Annex 6 details the stakeholders who were consulted and the methods of consultation used.

9.3. All responses received during the consultation have been reviewed and taken into consideration in the production of the final version of this Scheme.

9.4. The Parties will provide appropriate resources and support to enable the IJB to develop a “participation and engagement strategy” to ensure significant engagement with, and participation by, members of the public, representative groups and other organisations in relation to decisions about the carrying out of integration functions. The resources and support to be made available shall include community engagement staff; communications support; and the development of shared principles for engagement and participation.

9.5. Existing forums and networks between the Parties and other stakeholders shall be involved in the development, implementation, review and, where appropriate, monitoring of any new arrangements.

- 9.6. The participation and engagement strategy shall be in place within 6 months of the formation of the IJB.
- 9.7. Participation and engagement of service users and local communities will comply with the principles for the planning and delivery of integrated services set out within the Act, namely that the main purpose of services which are provided in pursuance of integration functions is to improve the wellbeing of service-users; and that, in so far as consistent with the main purpose, those services should be provided in a way which, so far as possible:
- 9.7.1. Is integrated from the point of view of service-users.
 - 9.7.2. Takes account of the particular needs of different service-users.
 - 9.7.3. Takes account of the particular needs of service-users in different parts of the area in which the service is being provided.
 - 9.7.4. Takes account of the particular characteristics and circumstances of different service users.
 - 9.7.5. Respects the rights of service-users.
 - 9.7.6. Takes account of the dignity of service-users.
 - 9.7.7. Takes account of the participation by service-users in the community in which service-users live.
 - 9.7.8. Protects and improves the safety of service-users.
 - 9.7.9. Improves the quality of the service.
 - 9.7.10. Is planned and led locally in a way which is engaged with the community (including in particular service-users, those who look after service-users and those who are involved in the provision of health or social care).
 - 9.7.11. Best anticipates needs and prevents them arising.
 - 9.7.12. Makes the best use of the available facilities, people and other resources.

10. Information-Sharing and data handling

- 10.1. The Parties have, along with all local authorities in the Health Board area, agreed to an Information Sharing Protocol. The Protocol is subject to ongoing

review and positively encourages staff to share information appropriately about their service users when it benefits their care and when it is necessary to protect vulnerable adults or children.

- 10.2. The Parties will establish a joint group to agree an appropriate information sharing accord for the sharing of information in relation to integrated services.
- 10.3. The information sharing accord will be developed from existing information sharing and data handling arrangements between the Parties and will set out the principles under which information sharing will be carried out.
- 10.4. The Parties will also work together to agree the specific procedures for the sharing of information for any purpose connected with the preparation of an integration scheme, the preparation of a strategic plan or the carrying out of integration functions. These procedures will include the detailed arrangements, practical policies, designated responsibilities and any additional requirements.
- 10.5. The information sharing accord and procedures for information sharing will be ratified by the Parties by April 2016 and may be amended or replaced by agreement of the Parties and the IJB.
- 10.6. The Parties will continue to develop information technology systems and procedures to enable information to be shared appropriately and effectively between the Parties and the IJB.
- 10.7. The Chief Officer will ensure appropriate arrangements are in place in respect of information governance.

11. **Complaints**

- 11.1. The Parties and the IJB will use complaints as a valuable tool for improving services and to identify areas where staff training may be of benefit.

11.2. The Parties agree the following arrangements in respect of complaints about the delivery of integrated health and social care services:

11.2.1. The Chief Officer will have overall responsibility for ensuring that an effective and efficient complaints system operates within the IJB.

11.2.2. The Health Board and the Council will retain separate complaints policies and procedures reflecting distinct statutory requirements: the Patient Rights (Scotland) Act 2011 makes provisions for complaints about NHS services; and the Social Work (Scotland) Act 1968 makes provisions for the complaints about social care services.

11.2.3. Complaints to the Council can be made by submitting an online complaint form, by telephoning the relevant department or attending in person, or in writing to the Head of Adult Services, Renfrewshire House, Cotton Street, Paisley, PA1 1BU. Complaints to the NHS Board are made to Head of Board Administration, NHS Greater Glasgow & Clyde, J B Russell House, Gartnavel Royal Hospital, Glasgow G12 0XH in writing, or by telephoning 0141 201 4500 during office hours, or by emailing complaints@ggc.scot.nhs.uk. If the service user remains dissatisfied the final stage will be the consideration of complaints by the Scottish Public Sector Ombudsman. In relation to social work complaints these are, subject to review, presently considered by a Social Work Complaints Review Committee prior to the Ombudsman.

11.2.4. The existing procedures adopt the principles of early front-line resolution of complaints. Where complaints remain unresolved, they are escalated to a relevant senior manager. Thereafter, if required, complaints shall be escalated to the Chief Officer and then to the Social Work Complaints Review Committee (CRC) and/or the Scottish Public Services Ombudsman.

11.2.5. Where a complaint is made direct to the IJB or the Chief Officer, the Chief Officer shall follow the relevant processes and timescales of the

complaints procedure of the appropriate Party as determined by the nature of the complaint and the associated functions.

11.2.6. Complaints will be processed depending on the subject matter of the complaint made. Where a complaint relates to multiple services the matters complained about will be processed, so far as possible, as a single complaint with one response from the IJB. Where a joint response to a complaint is not possible or appropriate this will be explained to the complainant who will receive separate responses from the services concerned. Where a complainant is dissatisfied with a joint response, then matters will be dealt with under the respective review or appeal mechanisms of either party, and thereafter dealt with entirely separately.

11.2.7. The IJB will ensure that the person making a complaint is always informed which complaint procedure is being followed and of their right of review of any decision notified.

11.2.8. Complaints management, including the identification of learning from upheld complaints across services, will be subject to periodic review by the IJB.

11.2.9. The IJB will report to the Parties statistics on complaints performance in accordance with national and local reporting arrangements.

12. Claims Handling, Liability & Indemnity

12.1. Any claims arising from activities carried out under the direction of the IJB shall be progressed quickly and in a manner which is equitable to the Parties. Normal common law and statutory rules relating to liability shall apply, however it is noted that decisions relating to claims and liabilities will also be subject to any requirements, obligations or conditions of any insurance purchased by either Party.

- 12.2. Each Party will assume responsibility for progressing and determining any third party claim which relates to any act or omission on the part of one of its employees and/ or any claim that relates to the injury or harm of one of its employees.
- 12.3. Each Party will assume responsibility for progressing and determining any claim which relates to any building which is owned or occupied by them subject to any relevant lease terms and conditions.
- 12.4. In the event of any claim arising against the IJB where it is not clear which Party should assume responsibility, the Chief Officer (or his/ her representative) will liaise with the Chief Executives of the Parties (or their representatives) to determine which party should assume responsibility for progressing the claim.
- 12.5. If a third party claim is settled by either Party and it thereafter transpires that liability (in whole or in part) should have rested with the other Party, then the Party settling the claim may seek indemnity from the other Party, subject to normal common law and statutory rules relating to liability.
- 12.6. If a claim has a “cross-boundary” element whereby it relates to another integration authority area, the Chief Officers of the integration authorities concerned shall liaise with each other to reach agreement as to how the claim should be progressed and determined.
- 12.7. The IJB will develop a procedure with other relevant integration authorities for any claims relating to Hosted Services.
- 12.8. Claims which relate to an event that pre-dated the establishment of the IJB will be dealt with by the Parties through the procedures used by them prior to integration. The IJB will develop a procedure for claims relating to Hosted Services with the other relevant integration authorities. Such claims may follow a different procedure to that set out above.

13. Risk Management

- 13.1. A risk management policy and strategy will be developed by the IJB that will demonstrate a considered, practical and systemic approach to addressing potential and actual risks related to the planning and delivery of services, particularly those related to the IJB's delivery of the Strategic Plan.
- 13.2 The primary objectives of the strategy will be to:
- Promote awareness of risk and define responsibility for managing risk within the IJB
 - Establish communication and sharing of risk information through all areas of the IJB
 - Initiate measures to reduce the IJB's exposure to risk and potential loss
 - Establish standards and principles for the efficient management of risk, including regular monitoring, reporting and review
- 13.3 Risk management procedures and a risk register will be developed with a view to encompassing best practice currently undertaken by both Parties in their ongoing management of strategic and operational risk.
- 13.4 The Parties will provide sufficient resources to ensure that management of risk is delivered and maintained to the standards and reporting timescales as set out in the risk management strategy. Where appropriate, resources currently deployed by the Parties for the support of risk management will be utilised.
- 13.5 The risk management policy and strategy and the list of risks to be reported (risk register) will be developed during the shadow period and an initial draft submitted for consideration and approval by the IJB within three months of the IJB's establishment. It is acknowledged that the strategy will continue to develop over time and thus will be subject to regular review and revision at least annually by the IJB.
- 13.6 The IJB will formally review the risk register at six-monthly intervals.

- 13.7 Risks identified will be entered in the risk register utilising a common methodology through which the likelihood and consequence of each risk is analysed and evaluated, and mitigating and control actions identified in order to reduce or contain the level of residual risk.
- 13.8 A framework will be developed that will specify the principles and procedures to be applied in reporting risks to ensure risk information is communicated well and an appropriate level of scrutiny in relation to planned control actions. This will include reporting to the IJB at least annually. Reporting to the IJB will be based on the principle that risks with higher significance to the Partnership will be reviewed and reported more frequently.

14. Dispute resolution mechanism

- 14.1. Where the Parties fail to agree on any issue related to this Scheme and/or the delivery of integrated health and social care services, then the following process will be followed:-
- (a) The Chief Executives of the Health Board and the Council will meet to resolve the issue;
 - (b) If unresolved, the Health Board, the Council and the IJB will each prepare a written note of their position on the issue and exchange it with the others. The Chief Officer, Leader of the Council, Chair of the Health Board and the Chief Executives of the Council and the Health Board will then meet to resolve the issue.
 - (c) In the event that the issue remains unresolved, representatives of the Health Board, the Council and the IJB will proceed to mediation with a view to resolving the issue.
 - (d) A representative of each of the Council and the Health Board shall meet with the Chief Officer with a view to agreeing a suitable person to

be appointed as mediator. If agreement cannot be reached, the Chief Officer will appoint a suitable independent mediator. The mediation process shall be determined by the mediator appointed and the costs of mediation shall be shared equally between the Parties.

- (e) If the issue remains unresolved after following the processes outlined in (a)-(d) above, the Parties agree that they will notify the Scottish Ministers that agreement cannot be reached. The notification will explain the nature of the dispute and the actions taken to try to resolve it including any written opinion or recommendations issued by the mediator. The Scottish Ministers will be requested to make a determination on the dispute and the Parties agree to be bound by that determination.

Annex 1

Part 1

Functions delegated by the Health Board to the IJB

Set out below is the list of functions that must be delegated by the Health Board to the IJB as set out in the Public Bodies (Joint Working) (Prescribed Health Board Functions) (Scotland) Regulations 2014.

SCHEDULE 2 Regulation 3

Functions prescribed for the purposes of section 1(8) of the Act

<i>Column A</i>	<i>Column B</i>
The National Health Service (Scotland) Act 1978	
All functions of Health Boards conferred by, or by virtue of, the National Health Service (Scotland) Act 1978	Except functions conferred by or by virtue of— section 2(7) (Health Boards); section 2CB ⁽¹⁾ (Functions of Health Boards outside Scotland); section 9 (local consultative committees); section 17A (NHS Contracts); section 17C (personal medical or dental services); section 17I ⁽²⁾ (use of accommodation); section 17J (Health Boards' power to enter into general medical services contracts); section 28A (remuneration for Part II services); section 38 ⁽³⁾ (care of mothers and young children); section 38A ⁽⁴⁾ (breastfeeding);

⁽¹⁾ Section 2CB was inserted by S.S.I. 2010/283, regulation 3(2) and originally numbered Section 2CA. It was renumbered Section 2CB by S.S.I 2013/292.

⁽²⁾ Section 17I was inserted by the National Health Service (Primary Care) Act 1997 (c.46), Schedule 2 and amended by the Primary Medical Services (Scotland) Act 2004 (asp 1), section 4. The functions of the Scottish Ministers under section 17I are conferred on Health Boards by virtue of S.I. 1991/570, as amended by S.S.I. 2006/132.

⁽³⁾ The functions of the Secretary of State under section 38 are conferred on Health Boards by virtue of S.I. 1991/570.

⁽⁴⁾ Section 38A was inserted by the Breastfeeding etc (Scotland) Act 2005 (asp 1), section 4. The functions of the Scottish Ministers under section 38A are conferred on Health Boards by virtue of S.I. 1991/570 as amended by S.S.I. 2006/132.

section 39⁽⁵⁾ (medical and dental inspection, supervision and treatment of pupils and young persons);

section 48 (provision of residential and practice accommodation);

section 55⁽⁶⁾ (hospital accommodation on part payment);

section 57 (accommodation and services for private patients);

section 64 (permission for use of facilities in private practice);

section 75A⁽⁷⁾ (remission and repayment of charges and payment of travelling expenses);

section 75B⁽⁸⁾ (reimbursement of the cost of services provided in another EEA state);

section 75BA⁽⁹⁾ (reimbursement of the cost of services provided in another EEA state where expenditure is incurred on or after 25 October 2013);

section 79 (purchase of land and moveable property);

section 82⁽¹⁰⁾ use and administration of certain endowments and other property held by Health Boards);

section 83⁽¹¹⁾ (power of Health Boards and local health councils to hold property on trust);

section 84A⁽¹²⁾ (power to raise money, etc., by appeals, collections etc.);

⁽⁵⁾ Section 39 was relevantly amended by the Self Governing Schools etc (Scotland) Act 1989 (c.39) Schedule 11; the Health and Medicines Act 1988 (c.49) section 10 and Schedule 3 and the Standards in Scotland's Schools Act 2000 (asp 6), schedule 3.

⁽⁶⁾ Section 55 was amended by the Health and Medicines Act 1988 (c.49), section 7(9) and Schedule 3 and the National Health Service and Community Care Act 1990 (c.19), Schedule 9. The functions of the Secretary of State under section 55 are conferred on Health Boards by virtue of S.I. 1991/570.

⁽⁷⁾ Section 75A was inserted by the Social Security Act 1988 (c.7), section 14, and relevantly amended by S.S.I. 2010/283. The functions of the Scottish Ministers in respect of the payment of expenses under section 75A are conferred on Health Boards by S.S.I. 1991/570.

⁽⁸⁾ Section 75B was inserted by S.S.I. 2010/283, regulation 3(3) and amended by S.S.I. 2013/177.

⁽⁹⁾ Section 75BA was inserted by S.S.I. 2013/292, regulation 8(4).

⁽¹⁰⁾ Section 82 was amended by the Public Appointments and Public Bodies etc. (Scotland) Act 2003 (asp 7) section 1(2) and the National Health Service Reform (Scotland) Act 2004 (asp 7), schedule 2.

⁽¹¹⁾ There are amendments to section 83 not relevant to the exercise of a Health Board's functions under that section.

⁽¹²⁾ Section 84A was inserted by the Health Services Act 1980 (c.53), section 5(2). There are no amendments to section 84A which are relevant to the exercise of a Health Board's functions.

section 86 (accounts of Health Boards and the Agency);

section 88 (payment of allowances and remuneration to members of certain bodies connected with the health services);

section 98 ⁽¹³⁾ (charges in respect of non-residents); and

paragraphs 4, 5, 11A and 13 of Schedule 1 to the Act (Health Boards);

and functions conferred by—

The National Health Service (Charges to Overseas Visitors) (Scotland) Regulations 1989 ⁽¹⁴⁾;

The Health Boards (Membership and Procedure) (Scotland) Regulations 2001/302;
The National Health Service (Clinical Negligence and Other Risks Indemnity Scheme) (Scotland) Regulations 2000/54;

The National Health Services (Primary Medical Services Performers Lists) (Scotland) Regulations 2004/114;

The National Health Service (Primary Medical Services Section 17C Agreements) (Scotland) Regulations 2004;

The National Health Service (Discipline Committees) Regulations 2006/330;

The National Health Service (General Ophthalmic Services) (Scotland) Regulations 2006/135;

The National Health Service (Pharmaceutical Services) (Scotland) Regulations 2009/183;

The National Health Service (General Dental Services) (Scotland) Regulations 2010/205; and

The National Health Service (Free Prescription and Charges for Drugs and Appliances) (Scotland) Regulations 2011/55⁽¹⁵⁾.

Disabled Persons (Services, Consultation and Representation) Act 1986

⁽¹³⁾ Section 98 was amended by the Health and Medicines Act 1988 (c.49), section 7. The functions of the Secretary of State under section 98 in respect of the making, recovering, determination and calculation of charges in accordance with regulations made under that section is conferred on Health Boards by virtue of S.S.I. 1991/570.

⁽¹⁴⁾ S.I. 1989/364, as amended by S.I. 1992/411; S.I. 1994/1770; S.S.I. 2004/369; S.S.I. 2005/455; S.S.I. 2005/572 S.S.I. 2006/141; S.S.I. 2008/290; S.S.I. 2011/25 and S.S.I. 2013/177.

⁽¹⁵⁾ S.S.I. 2011/55, to which there are amendments not relevant to the exercise of a Health Board's functions.

Section 7
(Persons discharged from hospital)

Community Care and Health (Scotland) Act 2002

All functions of Health Boards conferred by, or by virtue of, the Community Care and Health (Scotland) Act 2002.

Mental Health (Care and Treatment) (Scotland) Act 2003

All functions of Health Boards conferred by, or by virtue of, the Mental Health (Care and Treatment) (Scotland) Act 2003.

Except functions conferred by—

section 22 (Approved medical practitioners);

section 34 (Inquiries under section 33: co-operation)⁽¹⁶⁾;

section 38 (Duties on hospital managers: examination notification etc.)⁽¹⁷⁾;

section 46 (Hospital managers' duties: notification)⁽¹⁸⁾;

section 124 (Transfer to other hospital);

section 228 (Request for assessment of needs: duty on local authorities and Health Boards);

section 230 (Appointment of a patient's responsible medical officer);

section 260 (Provision of information to patients);

section 264 (Detention in conditions of excessive security: state hospitals);

section 267 (Orders under sections 264 to 266: recall);

section 281⁽¹⁹⁾ (Correspondence of certain persons detained in hospital);

and functions conferred by—

⁽¹⁶⁾ There are amendments to section 34 not relevant to the exercise of a Health Board's functions under that section.

⁽¹⁷⁾ Section 329(1) of the Mental Health (Care and Treatment) (Scotland) Act 2003 provides a definition of "managers" relevant to the functions of Health Boards under that Act.

⁽¹⁸⁾ Section 46 is amended by S.S.I. 2005/465.

⁽¹⁹⁾ Section 281 is amended by S.S.I. 2011/211.

The Mental Health (Safety and Security) (Scotland) Regulations 2005⁽²⁰⁾;

The Mental Health (Cross Border transfer: patients subject to detention requirement or otherwise in hospital) (Scotland) Regulations 2005⁽²¹⁾;

The Mental Health (Use of Telephones) (Scotland) Regulations 2005⁽²²⁾; and

The Mental Health (England and Wales Cross border transfer: patients subject to detention requirement or otherwise in hospital) (Scotland) Regulations 2008⁽²³⁾.

Education (Additional Support for Learning) (Scotland) Act 2004

Section 23

(other agencies etc. to help in exercise of functions under this Act)

Public Services Reform (Scotland) Act 2010

All functions of Health Boards conferred by, or by virtue of, the Public Services Reform (Scotland) Act 2010

Except functions conferred by—

section 31(Public functions: duties to provide information on certain expenditure etc.); and

section 32 (Public functions: duty to provide information on exercise of functions).

Patient Rights (Scotland) Act 2011

All functions of Health Boards conferred by, or by virtue of, the Patient Rights (Scotland) Act 2011

Except functions conferred by The Patient Rights (Complaints Procedure and Consequential Provisions) (Scotland) Regulations 2012/36⁽²⁴⁾.

Part 2

Services currently provided by the Health Board which are to be integrated

Set out below is the list of services that the minimum list of delegable functions is exercisable in relation to.

⁽²⁰⁾ S.S.I. 2005/464, to which there are amendments not relevant to the exercise of the functions of a Health Board. Section 329(1) of the Mental Health (Care and Treatment) (Scotland) Act 2003 provides a definition of “managers” relevant to the functions of Health Boards.

⁽²¹⁾ S.S.I. 2005/467. Section 329(1) of the Mental Health (Care and Treatment) (Scotland) Act 2003 provides a definition of “managers” relevant to the functions of Health Boards.

⁽²²⁾ S.S.I. 2005/468. Section 329(1) of the Mental Health (Care and Treatment) (Scotland) Act 2003 provides a definition of “managers” relevant to the functions of Health Boards.

⁽²³⁾ S.S.I. 2008/356. Section 329(1) of the Mental Health (Care and Treatment) (Scotland) Act 2003 provides a definition of “managers” relevant to the functions of Health Boards.

⁽²⁴⁾ S.S.I. 2012/36. Section 5(2) of the Patient Rights (Scotland) Act 2011 (asp 5) provides a definition of “relevant NHS body” relevant to the exercise of a Health Board’s functions.

PART 1

Interpretation of Schedule 3

10. In this schedule—

“Allied Health Professional” means a person registered as an allied health professional with the Health Professions Council;

“general medical practitioner” means a medical practitioner whose name is included in the General Practitioner Register kept by the General Medical Council;

“general medical services contract” means a contract under section 17J of the National Health Service (Scotland) Act 1978;

“hospital” has the meaning given by section 108(1) of the National Health Service (Scotland) Act 1978;

“inpatient hospital services” means any health care service provided to a patient who has been admitted to a hospital and is required to remain in that hospital overnight, but does not include any secure forensic mental health services;

“out of hours period” has the same meaning as in regulation 2 of the National Health Service (General Medical Services Contracts) (Scotland) Regulations 2004⁽²⁵⁾; and

“the public dental service” means services provided by dentists and dental staff employed by a health board under the public dental service contract.

PART 2

11. Accident and Emergency services provided in a hospital.
12. Inpatient hospital services relating to the following branches of medicine—
 - (a) general medicine;
 - (b) geriatric medicine;
 - (c) rehabilitation medicine;
 - (d) respiratory medicine; and
 - (e) psychiatry of learning disability.
13. Palliative care services provided in a hospital.
14. Inpatient hospital services provided by General Medical Practitioners.
15. Services provided in a hospital in relation to an addiction or dependence on any substance.
16. Mental health services provided in a hospital, except secure forensic mental health services.

PART 3

17. District nursing services.
18. Services provided outwith a hospital in relation to an addiction or dependence on any substance.
19. Services provided by allied health professionals in an outpatient department, clinic, or outwith a hospital.

⁽²⁵⁾ S.S.I. 2004/115.

20. The public dental service.
21. Primary medical services provided under a general medical services contract, and arrangements for the provision of services made under section 17C of the National Health Service (Scotland) Act 1978, or an arrangement made in pursuance of section 2C(2) of the National Health Service (Scotland) Act 1978⁽²⁶⁾.
22. General dental services provided under arrangements made in pursuance of section 25 of the National Health (Scotland) Act 1978⁽²⁷⁾.
23. Ophthalmic services provided under arrangements made in pursuance of section 17AA or section 26 of the National Health Service (Scotland) Act 1978⁽²⁸⁾.
24. Pharmaceutical services and additional pharmaceutical services provided under arrangements made in pursuance of sections 27 and 27A of the National Health Service (Scotland) Act 1978⁽²⁹⁾.
25. Services providing primary medical services to patients during the out-of-hours period.
26. Services provided outwith a hospital in relation to geriatric medicine.
27. Palliative care services provided outwith a hospital.
28. Community learning disability services.
29. Mental health services provided outwith a hospital.
30. Continence services provided outwith a hospital.
31. Kidney dialysis services provided outwith a hospital.
32. Services provided by health professionals that aim to promote public health.

⁽²⁶⁾ Section 2C was inserted by the Primary Medical Services (Scotland) Act 2004 (asp 1), section 1(2) and relevantly amended by the National Health Service Reform (Scotland) Act 2004 (asp 7), schedule 1, and the Tobacco and Primary Medical Services (Scotland) Act 2010 (asp 3), section 37.

⁽²⁷⁾ Section 25 was relevantly amended by the Smoking, Health and Social Care (Scotland) Act 2005 (asp 13), section 15.

⁽²⁸⁾ Section 17AA was inserted by the National Health Service (Primary Care) Act 1997 (c.46), section 31(2) and relevantly amended by the Smoking, Health and Social Care (Scotland) Act 2005 (asp 13), section 25. Section 26 was relevantly amended by the Health and Social Security Act 1984 (c.48), Schedule 1, and the Smoking, Health and Social Care (Scotland) Act 2005 (asp 13) section 13.

⁽²⁹⁾ Section 27 was relevantly amended by the Health Services Act 1990 (c.53), section 20; the National Health Service and Community Care Act 1990 (c.19), Schedule 9; the Medicinal Products: Prescription by Nurses etc. Act 1992 (c.28), section 3; the National Health Service and Community Care Act 1997 (c.46), Schedule 2 and the Health and Social Care Act 2001 (c.15), section 44.

Annex 2

Part 1

Functions delegated by the Local Authority to the IJB

Set out below is the list of functions that must be delegated by the local authority to the IJB as set out in the Public Bodies (Joint Working) (Prescribed Local Authority Functions etc.) (Scotland) Regulations 2014.

SCHEDULE Regulation 2

PART 1

Functions prescribed for the purposes of section 1(7) of the Public Bodies (Joint Working) (Scotland) Act 2014

<i>Column A</i>	<i>Column B</i>
<i>Enactment conferring function</i>	<i>Limitation</i>

National Assistance Act 1948⁽³⁰⁾

Section 48
(Duty of councils to provide temporary protection for property of persons admitted to hospitals etc.)

The Disabled Persons (Employment) Act 1958⁽³¹⁾

Section 3
(Provision of sheltered employment by local authorities)

⁽³⁰⁾ 1948 c.29; section 48 was amended by the Local Government etc. (Scotland) Act 1994 (c.39), Schedule 39, paragraph 31(4) and the Adult Support and Protection (Scotland) Act 2007 (asp 10) schedule 2 paragraph 1.

⁽³¹⁾ 1958 c.33; section 3 was amended by the Local Government Act 1972 (c.70), section 195(6); the Local Government (Scotland) Act 1973 (c.65), Schedule 27; the National Health Service (Scotland) Act 1978 (c.70), schedule 23; the Local Government Act 1985 (c.51), Schedule 17; the Local Government (Wales) Act 1994 (c.19), Schedules 10 and 18; the Local Government etc. (Scotland) Act 1994 (c.49), Schedule 13; and the National Health Service (Consequential Provisions) Act 2006 (c.43), Schedule 1.

<i>Column A</i> <i>Enactment conferring function</i>	<i>Column B</i> <i>Limitation</i>
The Social Work (Scotland) Act 1968⁽³²⁾	
Section 1 (Local authorities for the administration of the Act.)	So far as it is exercisable in relation to another integration function.
Section 4 (Provisions relating to performance of functions by local authorities.)	So far as it is exercisable in relation to another integration function.
Section 8 (Research.)	So far as it is exercisable in relation to another integration function.
Section 10 (Financial and other assistance to voluntary organisations etc. for social work.)	So far as it is exercisable in relation to another integration function.
Section 12 (General social welfare services of local authorities.)	Except in so far as it is exercisable in relation to the provision of housing support services.
Section 12A (Duty of local authorities to assess needs.)	So far as it is exercisable in relation to another integration function.

⁽³²⁾ 1968 c.49; section 1 was relevantly amended by the National Health Service (Scotland) Act 1972 (c.58), schedule 7; the Children Act 1989 (c.41), Schedule 15; the National Health Service and Community Care Act 1990 (c.19) (“the 1990 Act”), schedule 10; S.S.I. 2005/486 and S.S.I. 2013/211. Section 4 was amended by the 1990 Act, Schedule 9, the Children (Scotland) Act 1995 (c.36) (“the 1995 Act”), schedule 4; the Mental Health (Care and Treatment) (Scotland) Act 2003 (asp 13) (“the 2003 Act”), schedule 4; and S.S.I. 2013/211. Section 10 was relevantly amended by the Children Act 1975 (c.72), Schedule 2; the Local Government etc. (Scotland) Act 1994 (c.39), Schedule 13; the Regulation of Care (Scotland) Act 2001 (asp 8) (“the 2001 Act”) schedule 3; S.S.I. 2010/21 and S.S.I. 2011/211. Section 12 was relevantly amended by the 1990 Act, section 66 and Schedule 9; the 1995 Act, Schedule 4; and the Immigration and Asylum Act 1999 (c.33), section 120(2). Section 12A was inserted by the 1990 Act, section 55, and amended by the Carers (Recognition and Services) Act 1995 (c.12), section 2(3) and the Community Care and Health (Scotland) Act 2002 (asp 5) (“the 2002 Act”), sections 8 and 9(1). Section 12AZA was inserted by the Social Care (Self Directed Support) (Scotland) Act 2013 (asp 1), section 17. Section 12AA and 12AB were inserted by the 2002 Act, section 9(2). Section 13 was amended by the Community Care (Direct Payments) Act 1996 (c.30), section 5. Section 13ZA was inserted by the Adult Support and Protection (Scotland) Act 2007 (asp 10), section 64. Section 13A was inserted by the 1990 Act, section 56 and amended by the Immigration and Asylum Act 1999 (c.33), section 102(2); the 2001 Act, section 72 and schedule 3; the 2002 Act, schedule 2 and by S.S.I. 2011/211. Section 13B was inserted by the 1990 Act sections 56 and 67(2) and amended by the Immigration and Asylum Act 1999 (c.33), section 120(3). Section 14 was amended by the Health Services and Public Health Act 1968 (c.46), sections 13, 44 and 45; the National Health Service (Scotland) Act 1972 (c.58), schedule 7; the Guardianship Act 1973 (c.29), section 11(5); the Health and Social Service and Social Security Adjudications Act 1983 (c.41), schedule 10 and the 1990 Act, schedule 9. Section 28 was amended by the Social Security Act 1986 (c.50), Schedule 11 and the 1995 Act, schedule 4. Section 29 was amended by the 1995 Act, schedule 4. Section 59 was amended by the 1990 Act, schedule 9; the 2001 Act, section 72(c); the 2003 Act, section 25(4) and schedule 4 and by S.S.I. 2013/211.

<i>Column A</i> <i>Enactment conferring function</i>	<i>Column B</i> <i>Limitation</i>
Section 12AZA (Assessments under section 12A - assistance)	So far as it is exercisable in relation to another integration function.
Section 12AA (Assessment of ability to provide care.)	
Section 12AB (Duty of local authority to provide information to carer.)	
Section 13 (Power of local authorities to assist persons in need in disposal of produce of their work.)	
Section 13ZA (Provision of services to incapable adults.)	So far as it is exercisable in relation to another integration function.
Section 13A (Residential accommodation with nursing.)	
Section 13B (Provision of care or aftercare.)	
Section 14 (Home help and laundry facilities.)	
Section 28 (Burial or cremation of the dead.)	So far as it is exercisable in relation to persons cared for or assisted under another integration function.
Section 29 (Power of local authority to defray expenses of parent, etc., visiting persons or attending funerals.)	
Section 59 (Provision of residential and other establishments by local authorities and maximum period for repayment of sums borrowed for such provision.)	So far as it is exercisable in relation to another integration function.
The Local Government and Planning (Scotland) Act 1982⁽³³⁾	
Section 24(1) (The provision of gardening assistance for the disabled and the elderly.)	
Disabled Persons (Services, Consultation and Representation) Act 1986⁽³⁴⁾	

⁽³³⁾ 1982 c.43; section 24(1) was amended by the Local Government etc. (Scotland) Act 1994 (c.39), schedule 13.

⁽³⁴⁾ 1986 c.33. There are amendments to sections 2 and 7 which are not relevant to the exercise of a local authority's functions under those sections.

<i>Column A</i> <i>Enactment conferring function</i>	<i>Column B</i> <i>Limitation</i>
Section 2 (Rights of authorised representatives of disabled persons.)	
Section 3 (Assessment by local authorities of needs of disabled persons.)	
Section 7 (Persons discharged from hospital.)	In respect of the assessment of need for any services provided under functions contained in welfare enactments within the meaning of section 16 and which have been delegated.
Section 8 (Duty of local authority to take into account abilities of carer.)	In respect of the assessment of need for any services provided under functions contained in welfare enactments (within the meaning set out in section 16 of that Act) which are integration functions.
The Adults with Incapacity (Scotland) Act 2000⁽³⁵⁾	
Section 10 (Functions of local authorities.)	
Section 12 (Investigations.)	
Section 37 (Residents whose affairs may be managed.)	Only in relation to residents of establishments which are managed under integration functions.
Section 39 (Matters which may be managed.)	Only in relation to residents of establishments which are managed under integration functions.
Section 41 (Duties and functions of managers of authorised establishment.)	Only in relation to residents of establishments which are managed under integration functions
Section 42 (Authorisation of named manager to withdraw from resident's account.)	Only in relation to residents of establishments which are managed under integration functions
Section 43 (Statement of resident's affairs.)	Only in relation to residents of establishments which are managed under integration functions
Section 44 (Resident ceasing to be resident of authorised establishment.)	Only in relation to residents of establishments which are managed under integration functions

⁽³⁵⁾ 2000 asp 4; section 12 was amended by the Mental Health (Care and Treatment) (Scotland) Act 2003 (asp 13), schedule 5(1). Section 37 was amended by S.S.I. 2005/465. Section 39 was amended by the Adult Support and Protection (Scotland) Act 2007 (asp 10), schedule 1 and by S.S.I. 2013/137. Section 41 was amended by S.S.I. 2005/465; the Adult Support and Protection (Scotland) Act 2007 (asp 10), schedule 1 and S.S.I. 2013/137. Section 45 was amended by the Regulation of Care (Scotland) Act 2001 (asp 8), Schedule 3.

<i>Column A</i> <i>Enactment conferring function</i>	<i>Column B</i> <i>Limitation</i>
Section 45 (Appeal, revocation etc.)	Only in relation to residents of establishments which are managed under integration functions
The Housing (Scotland) Act 2001⁽³⁶⁾	
Section 92 (Assistance to a registered for housing purposes.)	Only in so far as it relates to an aid or adaptation.
The Community Care and Health (Scotland) Act 2002⁽³⁷⁾	
Section 5 (Local authority arrangements for of residential accommodation outwith Scotland.)	
Section 14 (Payments by local authorities towards expenditure by NHS bodies on prescribed functions.)	
The Mental Health (Care and Treatment) (Scotland) Act 2003⁽³⁸⁾	
Section 17 (Duties of Scottish Ministers, local authorities and others as respects Commission.)	
Section 25 (Care and support services etc.)	Except in so far as it is exercisable in relation to the provision of housing support services.
Section 26 (Services designed to promote well-being and social development.)	Except in so far as it is exercisable in relation to the provision of housing support services.
Section 27 (Assistance with travel.)	Except in so far as it is exercisable in relation to the provision of housing support services.
Section 33 (Duty to inquire.)	
Section 34 (Inquiries under section 33: Co-operation.)	
Section 228 (Request for assessment of needs: duty on local authorities and Health Boards.)	

⁽³⁶⁾ 2001 asp 10; section 92 was amended by the Housing (Scotland) Act 2006 (asp 1), schedule 7.

⁽³⁷⁾ 2002 asp 5.

⁽³⁸⁾ 2003 asp 13; section 17 was amended by the Public Services Reform (Scotland) Act 2010 (asp 8), section 111(4), and schedules 14 and 17, and by the Police and Fire Reform (Scotland) Act 2012 (asp 8), schedule 7. Section 25 was amended by S.S.I. 2011/211. Section 34 was amended by the Public Services Reform (Scotland) Act 2010 (asp 8), schedules 14 and 17.

<i>Column A</i> <i>Enactment conferring function</i>	<i>Column B</i> <i>Limitation</i>
Section 259 (Advocacy.)	
The Housing (Scotland) Act 2006⁽³⁹⁾	
Section 71(1)(b) (Assistance for housing purposes.)	Only in so far as it relates to an aid or adaptation.
The Adult Support and Protection (Scotland) Act 2007⁽⁴⁰⁾	
Section 4 (Council's duty to make inquiries.)	
Section 5 (Co-operation.)	
Section 6 (Duty to consider importance of providing advocacy and other.)	
Section 11 (Assessment Orders.)	
Section 14 (Removal orders.)	
Section 18 (Protection of moved persons property.)	
Section 22 (Right to apply for a banning order.)	
Section 40 (Urgent cases.)	
Section 42 (Adult Protection Committees.)	
Section 43 (Membership.)	
Social Care (Self-directed Support) (Scotland) Act 2013⁽⁴¹⁾	
Section 3 (Support for adult carers.)	Only in relation to assessments carried out under integration functions.

⁽³⁹⁾ 2006 asp 1; section 71 was amended by the Housing (Scotland) Act 2010 (asp 17) section 151.

⁽⁴⁰⁾ 2007 asp 10; section 5 and section 42 were amended by the Public Services Reform (Scotland) Act 2010 (asp 8), schedules 14 and 17 and by the Police and Fire Reform (Scotland) Act 2012 (asp 8), schedule 7. Section 43 was amended by the Public Services Reform (Scotland) Act 2010 (asp 8), schedule 14.

⁽⁴¹⁾ 2013 asp 1.

<i>Column A</i> <i>Enactment conferring function</i>	<i>Column B</i> <i>Limitation</i>
Section 5 (Choice of options: adults.)	
Section 6 (Choice of options under section 5: assistances.)	
Section 7 (Choice of options: adult carers.)	
Section 9 (Provision of information about self-directed support.)	
Section 11 (Local authority functions.)	
Section 12 (Eligibility for direct payment: review.)	
Section 13 (Further choice of options on material change of circumstances.)	Only in relation to a choice under section 5 or 7 of the Social Care (Self-directed Support) (Scotland) Act 2013 .
Section 16 (Misuse of direct payment: recovery.)	
Section 19 (Promotion of options for self-directed support.)	

PART 2

Functions, conferred by virtue of enactments, prescribed for the purposes of section 1(7) of
the Public Bodies (Joint Working) (Scotland) Act 2014

<i>Column A</i> <i>Enactment conferring function</i>	<i>Column B</i> <i>Limitation</i>
The Community Care and Health (Scotland) Act 2002	
Section 4 ⁽⁴²⁾ The functions conferred by Regulation 2 of the Community Care (Additional Payments) (Scotland) Regulations 2002 ⁽⁴³⁾	

⁽⁴²⁾ Section 4 was amended by the Mental Health (Care and Treatment) (Scotland) Act 2003 (asp 13), schedule 4 and the Adult Support and Protection (Scotland) Act 2007 (asp 10), section 62(3).
⁽⁴³⁾ S.S.I. 2002/265, as amended by S.S.I. 2005/445.

Part 2

Services currently provided by the Local Authority which are to be integrated

Scottish Ministers have set out in guidance that the services set out below must be integrated.

- Social work services for adults and older people
- Services and support for adults with physical disabilities and learning disabilities
- Mental health services
- Drug and alcohol services
- Adult protection and domestic abuse
- Carers support services
- Community care assessment teams
- Support services
- Care home services
- Adult placement services
- Health improvement services
- Aspects of housing support, including aids and adaptations
- Day services
- Local area co-ordination
- Respite provision
- Occupational therapy services
- Re-ablement services, equipment and telecare

Annex 3

Hosted Services

The Parties will recommend to the Greater Glasgow and Clyde Integration Joint Boards that the Services listed in this Annex 3 are managed by one Integration Joint Board on behalf of the other Integration Joint Boards.

Where an Integration Joint Board is also the Host in relation to a Service in this Annex 3 the Parties will recommend that:

- (a) It is responsible for the operational oversight of such Service(s);
- (b) Through its Chief Officer will be responsible for the operational management on behalf of all the Integration Joint Boards; and
- (c) Such Host will be responsible for the strategic planning and operational budget of the Hosted Services.

Service Area	Host IJB
<ul style="list-style-type: none">• Contenance services outwith hospital	Glasgow
<ul style="list-style-type: none">• Enhanced healthcare to Nursing Homes	Glasgow
<ul style="list-style-type: none">• Musculoskeletal Physiotherapy	West Dunbartonshire
<ul style="list-style-type: none">• Oral Health – public dental service and primary dental care contractual support	East Dunbartonshire
<ul style="list-style-type: none">• Podiatry services	Renfrewshire
<ul style="list-style-type: none">• Primary care contractual support (medical and optical)	Renfrewshire
<ul style="list-style-type: none">• Sexual Health Services (Sandyford)	Glasgow
<ul style="list-style-type: none">• Specialist drug and alcohol services and system-wide planning & co-ordination	Glasgow
<ul style="list-style-type: none">• Specialist learning disability services and learning disability system-wide planning & co-ordination	East Renfrewshire
<ul style="list-style-type: none">• Specialist mental health services and mental health system-wide planning & co-ordination	Glasgow
<ul style="list-style-type: none">• custody and prison healthcare	Glasgow

Out of hours services require to be delegated. Integration Joint Boards will be asked to agree that the Renfrewshire IJB will act as host for strategic planning of these services with delivery on behalf of all Integration Joint Boards by the Acute Division.

Services set out in the above table require to be delegated to Integration Joint Boards in addition the parties agree that a lead Chief Officer should take responsibility for the planning and delivery of the services below, reporting directly to the Board and it's Chief Executive for those responsibilities:-

- forensic mental health
- Planning, coordination and clinical governance of specialist children's services and operational management of inpatient services.

Annex 4

Part 1 – Additional Health Board Functions

National Health Services (Scotland) Act 1978 Sections 36 (accommodation and services), 38 (Care of mothers and young children) and 39 (medical and dental inspection, supervision and treatment of pupils and young persons), so far as they relate to school nursing and health visiting services.

National Health Services (Scotland) Act 1978 Sections 36 (accommodation and services) for the provision of medical, nursing and other services in relation to specialist children's services for those aged under 18 years of age.

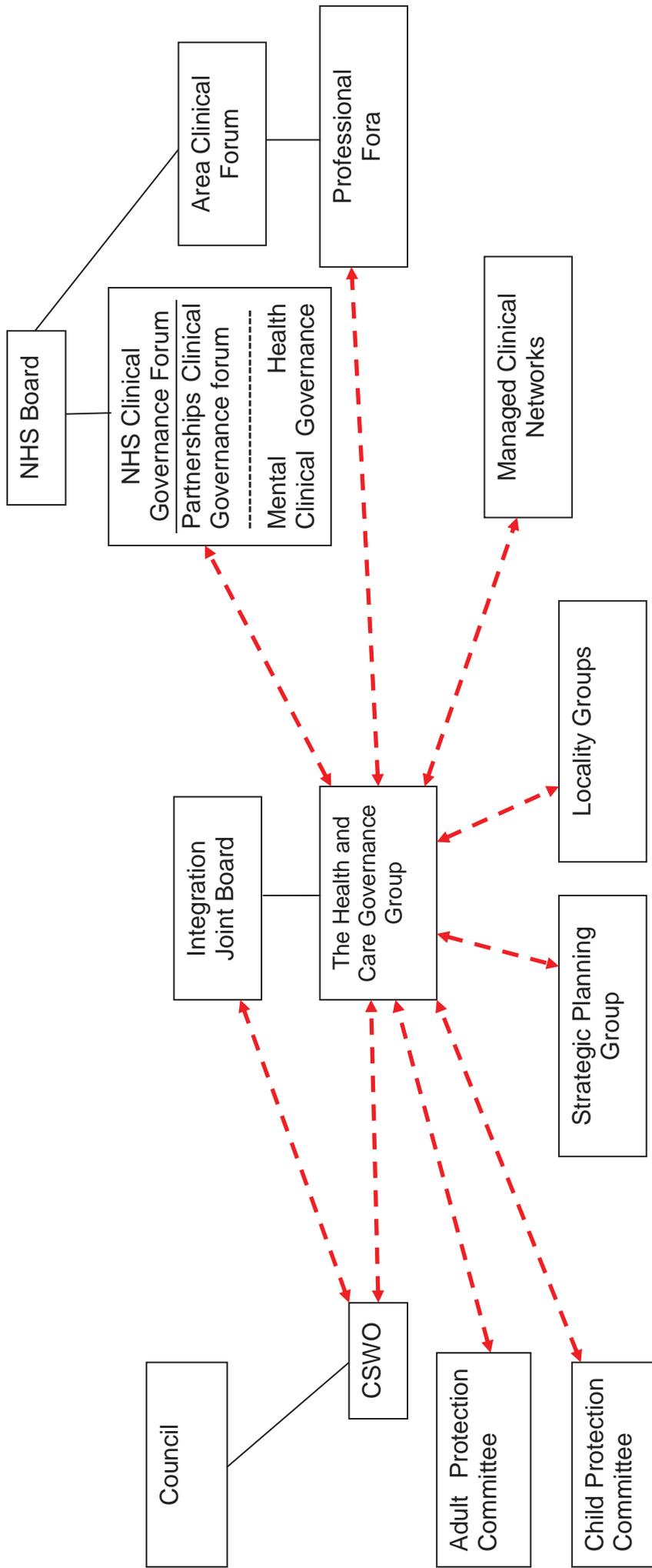
Mental Health (Care and Treatment) (Scotland) Act 2003 Section 23 (provision of services and accommodation for certain patients under 18) for the provision of appropriate services to any child or young person aged under 18 who is receiving treatment for a mental disorder wither on a voluntary basis or is detained under provisions within the Act. There is to be excluded from such provision any care or treatment provided under regionally funded arrangements for in-patient accommodation.

Mental Health (Care and Treatment) (Scotland) Act 2003 Section 24 (provision of services and accommodation for certain mothers with post-natal depression) provision to allow a mother whilst receiving treatment to care for her child in hospital).

Part 2 – Additional Services

- School Nursing and Health Visitor Services
- Child and Adolescent Mental Health Services (excluding the Child and Adolescent In-Patient unit currently provided at Skye House)
- Children's Specialist Services

Health and Social Care Partnership Clinical and Care Governance Structure



Reporting / Accountability
Provision of advice



Annex 6

Stakeholders consulted on the development of Renfrewshire's Integration Scheme and Methods of Consultation

A variety of consultation methods were employed, to encourage feedback from the wide range of stakeholders, including -

- A health and social care Integration website area was developed providing
 - Useful background to health and social care integration;
 - Frequently asked questions;
 - A copy of the full Integration Scheme;
 - A booklet providing a summary guide to the Integration Scheme;
 - An online Integration Scheme feedback form;
 - Contact details for those with any other general integration queries
- Provision of printed copies of the Integration Scheme / feedback questionnaire and freepost envelope. Materials were also offered in large print, Braille, audio CD/tape and British Sign Language interpretation upon request.
- The Chief Officer Designate led seven staff consultation sessions across Renfrewshire which over 250 staff attended.
- Consultation sessions were held for managers with teams who typically work outwith office hours in order to ensure they had the appropriate knowledge and presentation materials to consult with these staff at team meetings.
- Consultation materials were presented to a range existing community planning, joint strategic and working groups which included representation from third sector bodies, carers, users, health and social care professionals, social care and housing providers.
- The NHS GCC and the Council met with their respective Trade Unions in advance of the staff sessions to consult them on both the Integration Scheme and the proposed staff presentation materials.

Prescribed consultees	Stakeholders consulted
1. Staff of the Health Board and Local Authority likely to be affected by the Integration Scheme	<ul style="list-style-type: none"> • Renfrewshire Council Social Work staff • Renfrewshire Community Health Partnership Staff • Renfrewshire Council Property Services • Support Services from both parent authorities • Senior Management teams from both parent authorities • GP Practices within Renfrewshire • Renfrewshire GP Forum • Dental Practices within Renfrewshire • Pharmacies within Renfrewshire

	<ul style="list-style-type: none"> • Optometry clinics within Renfrewshire • Medical Staff working in Psychiatry and Addictions with Renfrewshire 	
2. Health and Social Care professionals	<ul style="list-style-type: none"> • Renfrewshire Clinical Governance Forum • Local Medical Committee (NHS GGC) • Managed clinical networks 	
3. Users of health and social care	<ul style="list-style-type: none"> • Public Partnership Forum (PPF) which includes representatives from <ul style="list-style-type: none"> ○ Renfrewshire Access Panel ○ Active Communities ○ ROAR – Connections for Life ;Engage and West End Community Council ○ Accord Hospice ○ You First Advocacy ○ Renfrewshire Carers Centre ○ RAMH • Day Centres Service User Forums • Care Home Residential Forums • Acumen Network (a service users network) • Service Users in Renfrewshire Forum (SURF) 	<p>JOINT PLANNING, PERFORMANCE AND IMPLEMENTATION GROUPS (JPPIGS)</p> <p>JPPIGS are local multi-agency groups whose activity is focused around specific care groups / carers. Representation captures many of the prescribed consultees including third sector, carers, service users and advocacy.</p> <p>There was presentation on the Integration Scheme delivered at each JPPIG.</p>
4. Carers of users of health and social care	<ul style="list-style-type: none"> • Carers Joint Performance and Planning Group (JPPIG) • Carers Forum • Young Carers Forum • ACT - Alcohol Carers • Service Users in Renfrewshire Forum (SURF) • Renfrewshire Carers Centre 	<p>Older People JPPIG – includes representation from Renfrewshire Seniors Forum, Renfrewshire Carers Centre and Independent Sector, Scottish Care</p> <p>Mental Health JPPIG has representation from You First Advocacy; Renfrewshire Carers Centre and Acumen Network</p>
5. Third sector bodies carrying out activities related to health or social care	<ul style="list-style-type: none"> • Renfrewshire Alcohol and Drugs Partnership • Renfrewshire Community Planning and Thematic Boards • Adult Protection Committee • Child Protection Committee • Engage Renfrewshire • Health and Well Being Network • Alzheimer Scotland • Contact the Elderly • Food Train • Hear to Help • Linwood Active • Linwood CDT 	<p>Learning disabilities JPPIG has representation from You First Advocacy, Enable, Richmond Fellowship, Carers Centre</p> <p>Physical disabilities & Sensory impairment JPPIG has representation from Scottish Care, Carers Centre and Kibble</p> <p>Carers JPPIG has</p>

	<ul style="list-style-type: none"> • Johnstone Sports Hub • Our Place Our Families • Kibble • RAMH • Barnardo's Threads • MacMillan Cancer Support Services • FibroPain • Capability Scotland • Star • Renfrewshire Hard of Hearing Support Group • Route 66 • Renfrewshire Family Support Group • Buddy Beat • Greensyde • Cornerstone • Renfrewshire Seniors Forum (RSF) • Renfrewshire Sound • Victim Support Renfrewshire • Renfrewshire Citizens Advice Bureau (RCAB) 	<p>representation from the Carers Centre. The Young Carers Forum and Carers Forum were also invited.</p> <p>Palliative Care JPPIG has representation from St. Vincent's Hospice, MacMillan Cancer Support Services, Accord, Carers Centre</p>
6. Independent providers of health care and social care	<ul style="list-style-type: none"> • All providers contracted to deliver social care Services by Renfrewshire Council • Scottish Care • Care and Repair - provider contracted to carry out Private Sector and Rental adaptations within Renfrewshire 	
7. Non-commercial providers of social housing	<ul style="list-style-type: none"> • Registered Social Landlords within Renfrewshire • Renfrewshire Housing Providers Forum 	
8. Other Local Authorities operating within the area of the Health	<ul style="list-style-type: none"> • Glasgow City Council • Inverclyde Council • West Dunbartonshire Council • East Dunbartonshire Council • East Renfrewshire Council 	
9. Council / Elected Members	<ul style="list-style-type: none"> • Shadow IJB Elected Members briefed on draft Integration Scheme • Report to Full Council to approve final draft of the Integration Scheme 	
10. NHS GGC Board	<ul style="list-style-type: none"> • Meeting with Shadow IJB NHS GGC Non Executive Members briefed on draft Integration Scheme • Report to NHS GGC Board to approve final draft of the Integration Scheme 	

Key Information on Health and Social Care Integration

<u>The Integration Scheme</u>	<p>The Public Bodies (Joint Working) (Integration Scheme) (Scotland) Regulations 2014 prescribe that the following must be included in the Integration Scheme:-</p> <ul style="list-style-type: none"> • Local Governance Arrangements for the IJB; • Local operational delivery arrangements for functions delegated to the IJB; • Local arrangements to support the preparation of a strategic plan; • Support services provision in relation to the preparation of a strategic plan and carrying out the integration functions; • Performance targets, improvement measures and reporting arrangements for integration functions; • Performance targets, improvement measures and reporting arrangements for Council and Health Board functions which are not integration functions; • Clinical and care governance of services; • The role of the Chief Officer; • The line management arrangements for the Chief Officer; • The arrangements for appointing an interim Chief Officer (if CO is absent or unable to carry out functions); • Workforce Development Plans; • Financial Management of IJB; • Payments to IJB; • Financial reporting by the Council and Health Board to the IJB and Chief Officer; • The process for addressing variance in spending in relation to integration functions; • Redetermination of payments and amounts set aside in relation to integration functions; • Use of capital assets in relation to integration functions; • Participation and engagement (list of consultees and the means of consultation; participation and engagement strategy and the timescale for that); • Information sharing and data handling; • Complaints; • Handling of claims against the Council, the Health Board; and the IJB; • Risk management; • Dispute Resolution.
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	<p>These regulations are currently in draft and are expected to be passed by the Scottish Parliament and come into force in early December 2014. The Scottish Government will also be issuing a criteria document setting out its expectations on the detail to be included in the Integration Scheme.</p>
<p>What is deadline for sending the Integration Scheme to the Scottish Ministers for approval?</p>	<p>1 April 2015. By that date, the Integration Scheme must be negotiated, agreed, consulted upon and sent to the Scottish Government for approval.</p>
<p>Who must be consulted on the Integration Scheme?</p>	<p>The consultees are:-</p> <ul style="list-style-type: none"> • Health professionals; • Users of health care; • Carers of users of health care; • Commercial providers of health care; • Non-commercial providers of health care; • Social care professionals; • Users of social care; • Carers of users of social care; • Commercial providers of social care; • Non-commercial providers of social care; • Staff of the Health Board and local authority who are not health professionals or social care professionals; • Non-commercial providers of social housing; • Third sector bodies carrying out activities related to health or social care; • The other Councils within the Health Board area.
<p><u>The IJB</u></p>	
<p>How and when will the IJB be established?</p>	<p>The IJB will be established by Order of the Scottish Ministers, once they have approved the Integration Scheme. The indicative timescale for the establishment of the IJB is approximately 12 weeks after the Integration Scheme is submitted for approval, however, this may be affected by the Parliamentary recess dates.</p>
<p>What happens once the IJB is established?</p>	<p>The IJB requires to meet and appoint a Chief Officer. Thereafter, some of its main tasks are to establish a strategic planning group and to prepare, consult upon, and publish its strategic plan.</p>
<p>Who are the voting members of the IJB?</p>	<p>The Council shall nominate 4 voting members from among its Councillors and the Health Board shall nominate 4 voting members, at least 2 of whom shall be non-executive members of the Health Board.</p>

<p>Who are the non-voting members of the IJB?</p>	<p>The non-voting members of the IJB are:-</p> <ul style="list-style-type: none"> a the Chief Officer of the IJB; b the Chief Social Work Officer of the Council; c the proper officer of the IJB appointed under section 95 of the Local Government(Scotland) Act 1973; d a registered medical practitioner whose name is included in the list of primary medical services performers; e a registered nurse who is employed by the Health Board or by a person or body with which the Health Board has entered into a general medical services contract; and f a registered medical practitioner employed by the Health Board and not providing primary medical services. <p>Once the IJB is established, it must also appoint at least one member from each of the following groups:-</p> <ul style="list-style-type: none"> a staff of the constituent authorities engaged in the provision of services under integration functions; b third sector bodies carrying out health and social care related activities in the Renfrewshire area. c service users residing in the Renfrewshire area; d persons providing unpaid care in the Renfrewshire area. <p>The IJB may also appoint such additional members as it sees fit, provided they are not Councillors or non-executive directors of the Health Board.</p>
<p>What are the arrangements for nominating the Chair and the Vice-Chair?</p>	<p>The Council and the Health Board will take turns nominating the Chair and Vice-Chair.</p> <p>The first Chair shall be nominated by the Council from its voting members and the first vice chair shall be nominated by the Health Board from its voting member. <i>(See correspondence with Health in October 2014)</i></p> <p>Each appointment of Chair and Vice-Chair shall be for a period of 2 years. <i>(Agreed October 2014)</i></p> <p>Each voting member shall have one vote. The Chair does not have a casting vote.</p> <p>Each question put to a meeting of the IJB shall be decided by a majority of the votes of the voting members attending and entitled to vote on the question.</p> <p>A dispute resolution mechanism must be included in the IJB's standing orders setting out what happens in the event that a vote is tied.</p>
<p>Voting.</p>	<p>Each question put to a meeting of the IJB shall be decided by a majority of the votes of the voting members attending and entitled to vote on the question.</p> <p>A dispute resolution mechanism must be included in the IJB's standing orders setting out what happens in the event that a vote is tied.</p>

	<p>If a voting member is unable to attend a meeting, the party who nominated that member is to use its best endeavours to arrange a suitably experienced proxy (who must be a Councillor or, as the case may be, a member of the Health Board).</p> <p>A proxy may not preside over a meeting.</p>
<p><u>Functions to be delegated to the IJB</u></p>	<p>The functions that must be delegated by the Council are set out in the Public Bodies (Joint Working) (Prescribed Local Authority Functions etc.) (Scotland) Regulations 2014. These regulations are currently in draft and are expected to be passed by the Scottish Parliament and come into force in early December 2014.</p> <p>The social care services that are provided under the prescribed functions include:-</p> <ul style="list-style-type: none"> • Social work services for adults and older people • Services and support for adults with physical disabilities and learning disabilities • Mental health services • Drug and alcohol services • Adult protection and domestic abuse • Carers support services • Community care assessment teams • Support services • Care home services • Adult placement services • Health improvement services • Aspects of housing support, including aids and adaptations • Day services • Local area co-ordination • Respite provision • Occupational therapy services • Re-ablement services, equipment and telecare
<p>What functions require to be delegated by the Health Board?</p>	<p>The functions that must be delegated by the Health Board are set out in the Public Bodies (Joint Working) (Prescribed Health Board Functions) (Scotland) Regulations 2014. These regulations are currently in draft and are expected to be passed by the Scottish Parliament and come into force in early December 2014.</p>

	<p>The health care services covered by the prescribed functions include:-</p> <ol style="list-style-type: none"> 1. the following services where these are provided <u>by health professionals</u> (within a hospital): <ul style="list-style-type: none"> • accident and emergency services; • inpatient services relating to general medicine; geriatric medicine; rehabilitation medicine; respiratory medicine; and psychiatry of learning disability; • palliative care services; • inpatient services provided by general medical practitioners; • services relating to addiction or substance dependency; and • mental health services (except secure forensic mental health services); and 2. the following services where these are provided outwith a hospital, <u>whether or not these are provided by health professionals</u>: <ul style="list-style-type: none"> • district nursing services; • services relating to addiction or substance dependency; • services provided by allied health professionals (in an outpatient department; clinic; or outwith a hospital); • the public dental service; • primary medical services provided under a general medical services contract and the arrangements for the provision of services; • general dental services; • ophthalmic services; • pharmaceutical services; • primary medical out-of hours services; • geriatric medicine; • palliative care; • community learning disability services; • mental health services; • continence services; • kidney dialysis services; and • services provided by health professionals that aim to promote public health.
<p>What is the deadline for delegation of these functions?</p>	<p>All prescribed functions must be delegated by 1 April 2016 (although, in its strategic plan, the IJB may specify an earlier date for functions to be delegated).</p>

<u>Strategic Plan</u>	
What is the Strategic Plan?	<p>The Strategic Plan is the document that sets out the arrangements for the carrying out of integration functions in the Renfrewshire area.</p> <p>The Strategic Plan must include provisions to divide the area into two or more localities. It must set out the specific arrangements that will apply for each locality and explain how those arrangements are intended to achieve, or contribute to achieving, the national health and wellbeing outcomes.</p> <p>If functions are to be delegated to the IJB before 1 April 2016, the Strategic Plan must specify the date they are to be delegated.</p> <p>The Integration Joint Board may include additional material in the Strategic Plan as it thinks fit.</p> <p>The first Strategic Plan must be prepared before functions are delegated to the IJB.</p>
What must be included in the Strategic Plan?	<p>When preparing the Strategic Plan, the IJB must have regard to:-</p> <ul style="list-style-type: none"> • the integration delivery principles; • the national health and wellbeing outcomes; • the effects the arrangements it is considering may have on services, facilities or resources that are used in arrangements in place for another integration authority or are that are proposed to be used in arrangements being considered by another integration authority. <p>The integration delivery principles are that the main purpose of the services being provided is to improve the well-being of service users and, in so far as is consistent with the main purpose, those services should be provided, so far as possible, in a way which:-</p> <ol style="list-style-type: none"> (i) is integrated from the point of view of service users, (ii) takes account of the particular needs of different service users, (iii) takes account of the particular needs of service users in different parts of the area in which the service is being provided, (iv) takes account of the particular characteristics and circumstances of different service users, (v) respects the rights of service users, (vi) takes account of the dignity of service users, (vii) takes account of the participation by service-users in the community in which service users live, (viii) protects and improves the safety of service users, (ix) improves the quality of the service,
What is the deadline for the first Strategic Plan?	
What must the IJB consider when preparing the Strategic Plan?	
What are the integration delivery principles?	

	<p>(x) is planned and led locally in a way which is engaged with the community (including in particular service users, those who look after service users and those who are involved in the provision of health or social care),</p> <p>(xi) best anticipates needs and prevents them arising, and</p> <p>(xii) makes the best use of the available facilities, people and other resources.</p> <p>The IJB must establish its Strategic Planning Group before it prepares its first Strategic Plan.</p>
<p>When must the Strategic Planning Group be established?</p> <p>Who are the members of the Strategic Planning Group?</p>	<p>It is for the IJB to decide the number of members its Strategic Planning Group should have but it must contain at least one person nominated by each of the Council and the Health Board and one representative of each of the following groups residing or operating in the Renfrewshire area:-</p> <ul style="list-style-type: none"> • Health professionals; • Users of health care; • Carers of users of health care; • Commercial providers of health care; • Non-commercial providers of health care; • Social care professionals; • Users of social care; • Carers of users of social care; • Commercial providers of social care; • Non-commercial providers of social care; • Non-commercial providers of social housing; • Third sector bodies carrying out activities related to health or social care. <p>In addition to this prescribed list, the IJB may appoint such other members as it considers appropriate.</p> <p>Also, during the period of a Strategic Plan, the group must include a person to represent the interests of each locality set out in the plan. It is for the IJB to select which persons are suitable to represent these interests and it may select a single person to represent two or more localities.</p> <p>The IJB must establish processes for appointing, removing and replacing members of its Strategic Planning Group.</p> <p>Members may resign at any time.</p> <p>The Council and the Health Board will choose their own nominees and may remove these members and nominate replacements.</p>
<p>What are the arrangements for appointing, removing and replacing members of the Strategic Planning Group?</p>	<p>The IJB must establish processes for appointing, removing and replacing members of its Strategic Planning Group.</p> <p>Members may resign at any time.</p> <p>The Council and the Health Board will choose their own nominees and may remove these members and nominate replacements.</p>

<p>How will the Strategic Planning Group operate?</p>	<p>The procedures for the Strategic Planning Group require to be determined by the IJB.</p>
<p>Will members be paid expenses?</p>	<p>The IJB may pay members such expenses and allowances as it determines.</p>
<p>What procedures must be followed by the IJB when preparing a Strategic Plan?</p>	<p>The IJB must prepare proposals for what the Strategic Plan should contain and seek the views of its Strategic Planning Group on the proposals.</p> <p>Taking account of these views, the IJB must prepare the first draft of the Strategic Plan and seek the views of the Strategic Planning Group on the draft.</p> <p>Taking account of these views, the IJB must prepare a second draft for consultation and send a copy to the Council and the Health Board and to representatives of the following groups:-</p> <ul style="list-style-type: none"> • Health professionals; • Users of health care; • Carers of users of health care; • Commercial providers of health care; • Non-commercial providers of health care; • Social care professionals; • Users of social care; • Carers of users of social care; • Commercial providers of social care; • Non-commercial providers of social care; • Staff of the Health Board and local authority who are not health professionals or social care professionals; • Non-commercial providers of social housing; • Third sector bodies carrying out activities related to health or social care; • Such other persons as the IJB considers appropriate. <p>In the consultation, the IJB must invite views on the second draft and set a deadline for these to be received.</p>
<p>In finalising the plan, the IJB must take account of any views expressed on the second draft.</p> <p>The Council and the Health Board:-</p> <ul style="list-style-type: none"> • must provide the IJB with such information as it may reasonably require to prepare or review a Strategic Plan; • will each nominate at least one person to be a member of the Strategic Planning Group; • will be consulted on the second draft of the Strategic Plan. 	<p>In finalising the plan, the IJB must take account of any views expressed on the second draft.</p> <p>The Council and the Health Board:-</p> <ul style="list-style-type: none"> • must provide the IJB with such information as it may reasonably require to prepare or review a Strategic Plan; • will each nominate at least one person to be a member of the Strategic Planning Group; • will be consulted on the second draft of the Strategic Plan.
<p>What role will the Council and the Health Board play in supporting the IJB to prepare a Strategic Plan?</p>	<p>In finalising the plan, the IJB must take account of any views expressed on the second draft.</p> <p>The Council and the Health Board:-</p> <ul style="list-style-type: none"> • must provide the IJB with such information as it may reasonably require to prepare or review a Strategic Plan; • will each nominate at least one person to be a member of the Strategic Planning Group; • will be consulted on the second draft of the Strategic Plan.

Does a Strategic Plan require to be approved by the Scottish Ministers?	No.
Does a Strategic Plan require to be published?	Yes, it must be published as soon as practicable after it has been finalised along with a statement of how the consultation was conducted by the IJB.

Timeline for Developing the Strategic Plan June 2015 to March 2016

Date	Milestone
19 June 2015	Shadow IJB agrees composition of SPG; processes for appointing, replacing and removing its members; and procedures for the SPG. (Section 32 of Act)
27 June 2015	IJB established by Order of the Scottish Ministers.
August/September 2015	Report on proposals for strategic plan prepared for 18 September meeting of IJB.
18 September 2015	IJB prepares initial proposals for what the strategic plan should contain and agrees to seek the views of the SPG (Section 33 (2))
Early November	Views of SPG received. Report and first draft of strategic plan prepared for meeting on 20 November.
20 November 2015	Taking account of views of SPG on proposals, IJB prepares first draft of the strategic plan and agrees to seek views of the SPG (Section 33 (3))
December 2015	Views of SPG received. Report and second draft of strategic plan prepared for meeting on 15 January 2016.
15 January 2016	Taking account of views of SPG on first draft, IJB prepares second draft of the strategic plan for formal consultation. (Section 33 (4))
18 January – 7 February 2016	Formal consultation with prescribed stakeholders including Health Board and Council.
8 – 15 February 2016	Consultation responses reviewed. Report and final draft of strategic plan prepared for Health Board Meeting on 16 February; Council meeting on 25 February; and IJB meeting on 18 March.
16 February 2016	Report to Health Board on the outcome of the consultation.
25 February 2016	Report to Council on the outcome of the consultation.
18 March 2016	Final strategic plan submitted to IJB for approval. Taking account of views expressed in formal consultation, IJB finalises strategic plan. (Section 33 (7))
Before 31 March 2016	Strategic Plan published along with statement of action taken by IJB under Section 33 (Section 35)
1 April 2016	Functions set out in the Integration Scheme are delegated to the IJB

To: **Shadow Integration Joint Board**

Item 3

Subject: **Financial Governance Arrangements**

On: **19 June 2015**

Report by: **Chief Officer Designate**

1. **Summary**

1.1. At the meeting of voting members of the shadow Integration Joint Board on 20 March 2015, a number of reports were considered which set out the requirements for local implementation of integrated health and social care services in terms of the Public Bodies (Joint Working)(Scotland) Act 2014. The progress in the development of key elements of the legislation including the Integration Scheme and the Strategic Plan are the subject of separate reports to this meeting of the Board.

1.2. This report outlines the current status and planned action in relation to the development of sound financial governance arrangements for the Integration Joint Board which will underpin and provide assurance around the operational delivery and strategic planning arrangements of the Partnership.

2. **Recommendation**

That the Shadow Integration Joint Board

- a) note the progress to date on putting in place sound financial governance arrangements, and on planned activity up to 1 April 2016.
- b) agree that the IJB takes up membership of the Clinical Negligence and Other Risks Indemnity Scheme (CNORIS).

3. **Background**

3.1. The Public Bodies (Joint Working)(Scotland) Act 2014 and supporting statutory and non statutory guidance set out a number of provisions relating to good governance, proportionate to the breadth and scale of the legislative changes both operationally and financially.

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- 3.2. This paper provides an update to shadow Board members on the local development of the following aspects of financial governance:
- The formal appointment of the Chief Finance Officer for the Renfrewshire Health and Social Care Partnership
 - The Financial Assurance/Due Diligence process
 - Audit requirements, both internal and external
 - Financial Regulations for the IJB
 - Finance policies and procedures
 - Ongoing budget scrutiny arrangements and timelines
 - Risk management arrangements
- 3.3. Other aspects of good governance including the range of preparatory activity being taken forward through a structured programme of work by the Partnership are outlined in other reports being considered by the Board at this meeting.

4. Chief Finance Officer

- 4.1. The Chief Finance Officer (CFO) is one of the two officer appointments (the other being the Chief Officer) required by the legislation. The CFO is the accountable officer for the financial administration and performance of the services delegated to the Health and Social Care Partnership. Following interviews on 12 May 2015, Sarah Lavers, Social Work Finance Manager was appointed Chief Finance Officer (CFO) Designate. As with the Chief Officer position, the Board will be asked to ratify the appointment of the Chief Finance Officer once it is legally constituted. The CFO will support the Chief Officer in putting in place both appropriate operational finance arrangements, and in developing the financial plan which underpins the strategic planning process for the Partnership. She will take up post on 15 June and transition fully into her new role as part of a phased and managed handover process by the end of August.

5. Financial Assurance Process

- 5.1. National guidance on Financial Assurance has been issued by Scottish Government. It recognises that although IJBs will not be able to formally participate in the financial assurance process until they are legally constituted, one of the most important items of business at that point will be to obtain assurance that its resources will be adequate for

the discharge of its functions. In line with the guidance, the Chief Officer is working with the NHS Board and the Council's Director of Finance in carrying out the assurance work as follows:

- A template has been prepared and populated with budget and actual spend over the past three years and budget figures for 2015/16 for both partner organisations, and work has been done to share detail of the figures and the underlying assumptions. This includes the identification and assessment of material non-recurring funding and the associated risks, and savings and efficiency plans and targets.
- A due diligence framework has been developed which mirrors the national guidance in order to record the outcome of the recommended assurance checks and evidence the work as part of an auditable process.
- The assurance process will also include consideration of the calculation of the amount Set Aside for the consumption of hospital services (specifically those which are most impacted by unplanned admissions). This information is awaited and is expected shortly.

5.2. It is anticipated that the assurance work will take place over the course of 2015/16, with updates to the IJB. The process will be subject to internal audit scrutiny.

6. Audit Requirements

6.1. The internal audit requirements for the IJB are set out below:

- The IJB must appoint a chief internal auditor and national guidance recommends that this role is undertaken by the existing chief internal auditor of either the Council or the NHS Board. The Chief Officer has met with the internal auditors of both organisations to discuss the requirement for, and implications of, such an appointment. No decision has yet been made on this matter.
- The IJB must establish an Audit Committee. Proposals are being developed which will recommend that the audit committee will comprise a subset of the Integration Board members, and meet either immediately before or after the scheduled meetings of the Board. A terms of reference for the audit committee will be brought to the next meeting of the Integration Joint Board for consideration.
- An internal audit plan must be developed for the IJB.

6.2. As indicated in paragraph 5 above, there is an expectation that the NHS Board and the Council internal auditors will provide a report to their respective organisations' audit committees on the assurance

process that has been carried out. There is no expectation that internal audit will express a view on the adequacy of the budgets being delegated to the IJB. Both sets of internal auditors are aware of this work for Renfrewshire, which will be taken forward at or nearer to the completion of the assurance work itself.

6.3. External Audit

- In terms of legal status, the IJB has been classified as a body under Section 106 of the Local Government (Scotland) Act 1973, and will require to produce its own statutory accounts. These will be subject to external audit. It is anticipated that for 2015/16 a 'de minimus' set of accounts will be produced in view of the fact that current timelines are for formal delegation of services in Renfrewshire from 1 April 2016, and therefore only a minimal number of transactions being recorded for financial year 2015/16. The preparation of the Accounts will be taken forward by the Chief Finance Officer.
- The Chief Officer has met with both national and local external auditors. It is anticipated that there will be a national review of the processes and procedures in place to support the IJB and local integrated working arrangements which would involve more detailed examination of a number of Partnerships. At this stage the extent of Renfrewshire's involvement in any such review is not known, however the Partnership continues to make progress on the key elements of implementation within a structured programme of work which would provide a sound evidence base for external scrutiny

7. Financial Regulations

- 7.1. As a separate legal entity, the Integration Joint Board requires to put in place its own set of Financial Regulations which will incorporate an appropriate set of controls. They will reference but will not cover the aspects which relate to operational service delivery as these will continue to be reflected in the Financial Regulations of the Council and the Standing Financial Instructions of the Health Board. Officers from Renfrewshire have worked with finance colleagues across the NHS Board area to develop a standard set of IJB Financial Regulations. These will now be tailored as necessary for Renfrewshire by the Chief Finance Officer, for approval by the IJB.

8. Finance Policies and Procedures

- 8.1 As with the Financial Regulations above, a series of standard financial policies and procedures which reflect national guidance have been

developed in collaboration with colleagues across the NHS Board area. There is now a programme of work underway to tailor these for implementation in Renfrewshire.

9. Budget Scrutiny Arrangements

9.1 The Chief Officer, supported by the Chief Finance Officer, will be responsible on behalf of the the IJB for managing the NHS and Council budgets for functions delegated to it, and for remaining within those allocated budgets. He will also be accountable to the IJB for financial probity and performance. The Integration Scheme sets out reporting requirements to the IJB on these matters, and reporting timetables and formats are being developed to support this.

9.2 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.

10. Risk Management Arrangements

10.1 The Chief Officer is responsible for establishing the IJB's risk policy and risk management plan. Templates have already been developed in collaboration with colleagues across the NHSHealth Board area which will now be tailored to reflect circumstances in Renfrewshire. These will be brought for approval to the IJB once legally constituted.

10.2 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 existing governance structures. This will include the impact of the integrated arrangements.

10.3 In terms of insurance cover specifically for the members of the IJB in the discharge of their responsibilities, the following is the position:

- The Clinical Negligence and Other Risks Indemnity Scheme (CNORIS) is a risk transfer and financing scheme which was established in 1999 for NHS organisations in Scotland, the primary objective of which is to provide a cost effective risk pooling and claims management arrangement for those organisations which it covers.
- The Regulations governing the CNORIS Scheme have been amended so that Integration Joint Boards and Local Authorities may apply to the Scottish Ministers to become members of the Scheme. This amendment came into force on 3 April 2015.

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- CNORIS provides indemnity to member organisations in relation to Employer's Liability, Public/ Product Liability and Professional Indemnity type risks (inter alia) no less wider than that generally available within the commercial insurance market. CNORIS also provides cover in relation to Clinical Negligence, although this aspect is not relevant to IJB members.
 - NHS Greater Glasgow and Clyde (through CNORIS) and Renfrewshire Council (through AIG) already have relevant insurance cover in place; this will remain in place to cover the employees who are employed by and the services that are delivered by those organisations. An application by the IJB to join CNORIS will only require to provide cover for Board members at this stage.
 - It is the recommendation of the Director of Finance for NHS Greater Glasgow and Clyde that all six IJBs that fall within the NHS Board area should apply for CNORIS membership. Further, the Director of Finance for NHS GGC has confirmed that the NHS Board will meet the financial contribution to join the scheme, which is presently set at £3,000 per annum per IJB.

Implications of the Report

1. **Financial** – the report covers the financial governance arrangements being developed to support effective joint working within allocated budgets.
2. **HR & Organisational Development** – n/a
3. **Community Planning** - n/a
4. **Legal** – The financial governance arrangements support the implementation of the provisions of the Public Bodies (Joint Working) (Scotland) Act 2014.
5. **Property/Assets** – property remains in the ownership of the parent bodies.
6. **Information Technogloy** – n/a
7. **Equality & 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. **Health & Safety** – n/a
9. **Procurement** – n/a.
10. **Privacy Impact** – n/a.

List of Background Papers – none

Author: Anne McMillan, Head of Resources

To: Integration Joint Board **Item 4**

Subject: Work programme approach for Health and Social Care Integration

On: 19 June 2015

Report by: Chief Officer Designate

1. Summary

- 1.1. This report outlines the structured programme of work which is being taken forward to assist the Integrated Joint Board (IJB) manage the local implementation of integrated health and social care services up to 1 April 2016, in terms of the Public Bodies (Joint Working)(Scotland) Act 2014.

2. Recommendation

- 2.1. That the Shadow Board note the programme management arrangements which have been established.

3. Background

- 3.1. The Public Bodies (Joint Working)(Scotland) Act 2014 and supporting statutory and non statutory guidance provide the framework for the formal integration of health and social care integration.
- 3.2. A wide range of preparatory work is required to ensure the IJB progress the different elements of integration in line with the Act, and deliver on the commitments set out within Renfrewshire's Integration Scheme.
- 3.3. One of the key priorities is the development and approval of a Strategic Plan which will enable the prescribed functions to be delegated by 1 April 2016. The Strategic Plan will set out the arrangements for carrying out these integration functions in the Renfrewshire area. The Act and supporting guidance prescribes how the IJB should develop, consult on, and approve this plan.
- 3.4. To ensure the Strategic Plan and other integration arrangements are successfully delivered by 1 April 2016, these activities are being managed as a structured programme of work. This approach provides a framework for the Chief Officer to have oversight of the complex

range of activities being progressed and manage these in a controlled and coordinated way.

- 3.5. Furthermore this approach offers reassurance to the parent organisations, in advance of the prescribed functions being delegated by 1 April 2016, that well organised preparations are underway to implement the appropriate supporting organisational governance arrangements .

4. Programme Governance and Delivery Model

- 4.1. The Health and Social Care Integration Programme, led by the Chief Officer, will run until 1 April 2016.

- 4.2. This programme is being delivered by nine specialist Workstreams, which will progress the key elements of integration as articulated in the Public Bodies (Joint Working) (Scotland) Act 2016 -

1. Governance
2. Consultation, communication and engagement
3. Strategic Planning
4. Performance Management
5. Delivering for localities
6. Workforce (HR and Organisational Development)
7. Clinical and Care Governance
8. Finance
9. Information sharing and ICT

- 4.3. Each Workstream has identified Lead Officers, from each of the parent organisations, who are accountable for, and represent the interests of their Workstream. The Leads are working closely with service managers to ensure the programme is comprehensive in its approach and reflects the operational needs of integrated front line services.

- 4.4. A Programme Board has been established to manage this overall programme of work. The Programme Board has a key role in supporting the Chief Officer in making decisions and providing both challenge and approval on issues affecting the progress of the programme. The Lead Officers sit on this Board and are responsible for updating the Chief Officer on their Workstream area.

- 4.5. The Chief Officer will provide regular programme update reports to the IJB, and seek their consideration on matters as appropriate.

- 4.6. **Appendix 1** provides a diagrammatic overview of the programme governance and delivery model which has been established.

5. Programme Board

5.1. The Programme Board's prime purpose is to drive the programme forward and ensure the appropriate and coordinated integration arrangements are in place by 1 April 2016. Members of the Programme Board are individually accountable to the Chief Officer for their areas of responsibility and delivery within the programme.

Programme Board membership		
Role	NHS GGC	Council
Senior Responsible Officer (SRO) & Workstream 1: Governance Lead Officer	David Leese, Chief Officer Designate	
Workstream 2: Communications, consultation and engagement Lead Officer	Sylvia Morrison, Head of Primary Care & Community Services	Annette McCann, Communications Manager
Workstream 3: Strategic Planning	Fiona MacKay, Head of Planning & Health Improvement	Anne McMillan, Head of Resources (Transitions)
Workstream 4: Performance Management Lead Officer		
Workstream 5: Delivering for Localities Lead Officer	Sylvia Morrison, Head of Primary Care & Community Services	Shiona Strachan, Head of Adult SW Services
Workstream 6: Workforce Lead Officer	<i>Different Workforce Leads attend as required -</i>	
I. HR Policies & Procedures	Catriona Chambers, Head of HR, NHS GCC	Carol Donnelly, Head of HR and OD
II. Organisation Development & Workforce Plans	Janice Turnbull, Senior OD Advisor	
III. Learning & Development	Paul Watt, Senior Learning & Education Advisor, NHS GCC	Felix Haggerty, SW Training & Development Manager
Workstream 7: Clinical and Care Governance, Professional Standards and Quality Assurance Lead Officer	Katrina Phillips, Head of Mental Health and Addictions	Shiona Strachan, Head of Adult SW Services
Workstream 8: Finance Lead Officer	Sarah Lavers, Chief Finance Officer	
	Jonny Bryden, Head of Finance	Anne McMillan, Head of Resources (Transitions)
Workstream 9: Information Sharing and ICT Lead Officer	Jonny Bryden, Head of Finance	Anne McMillan, Head of Resources (Transitions)
Programme Manager	Frances Burns	
Programme Support Officer	James Higgins	

5.2. Subject specialists and clinical leads from parent organisations services are also invited to attend the Programme Board on an ad-hoc basis to provide expertise on areas such as professional standards / clinical and care governance, risk management and legal matters.

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- 5.3. The Programme Board meets fortnightly and meetings are chaired by the Chief Officer. All decisions and agreed actions are minuted.
 - 5.4. The Programme Manager circulates a Programme Status Report, meeting agenda and any supporting papers in advance of each meeting. The Status Report summarises the progress across the Programme Workstreams, and highlights any decisions required and risks / issues which require to be escalated for the attention of the Programme Board.

6. Programme Workstreams

- 6.1. All Workstreams have now been established and have agreed Terms of Reference. Delivery plans are in place for the Strategic Planning, Clinical and Care Governance and Delivering for Localities Workstreams. The remaining Workstreams will have supporting plans in place by the end of June 2015, although work has commenced in all workstream areas .
- 6.2. The Programme Board is also setting up a Programme Reference Group/Network. This group/network will have a broad range of representatives from the key stakeholder groups and act as a 'sounding board' for all Workstreams. The Programme Manager is currently working with the Programme Board to agree the composition and Terms of Reference of this group/network.
- 6.3. The table below provides an summary of the nine programme Workstreams -

Workstream	Remit
1. Governance	<ul style="list-style-type: none"> • To propose a corporate governance structure within which the Chief Officer, partner agencies and their staff will operate. • To propose a decision making structure within which integrated functions will be planned and measured against joint nationally agreed outcomes set by Scottish Government • To develop proposals, in line with legislation, for integrated governance arrangements that satisfy both NHS and GCC accountability requirements. • To consider the implications of the new arrangements on existing governance and scrutiny measures and to propose necessary amendments to the same as required • The governance structure will also cover the development of proposals in relation to <ul style="list-style-type: none"> - An IJB Vision and supporting Strategic Objectives - IJB Governance - IJB Development - A Senior Leadership Group Development - Health and Safety processes and procedures - Complaints and FOI processes and procedures - Risk, Insurance and Business Continuity plans and arrangements - Changes to Council Scheme of Delegation - The provision and management of Hosted Services
2. Consultation, comms & engagement	<ul style="list-style-type: none"> • To develop branding/ identity for the Partnership. • To undertake stakeholder mapping to explore the most effective and innovative ways to engage groups. • To produce regular update briefings for all staff - the first Partnership Team Brief was recently issued. • To ensure all key messages coming out of workstreams and the Integrated Joint Board are consistent, relevant and shared • To produce a communications strategy and supporting plan • To produce a participation and engagement strategy.
3. Strategic Planning	<p>To develop a strategic planning process and a Strategic Plan which provides guidance and direction to the IJB to improve the health and wellbeing of Renfrewshire's population based on current and future needs. This will involve</p> <ul style="list-style-type: none"> • producing proposals for the structure and content of the Strategic Plan • developing a transparent process for the selection of the members of the Strategic Planning Group • managing the coordination and facilitation of the Strategic Planning Group • agreeing a consultation approach and developing supporting

	<p>materials, liaising with the Communication Workstream to coordinate the Partnerships overall consultation and engagement strategy</p> <ul style="list-style-type: none"> • assisting the IJB produce drafts of Strategic Plan • producing reports as necessary to consult, update and approve the Strategic Plan. • ensuring all the requirements of the Act and supporting regulations and guidance are met
4. Performance Management	<ul style="list-style-type: none"> • To develop a performance framework which meets the needs of both parent organisations and which can robustly evidence achievement of the statutory National Health and Wellbeing Outcomes
5. Delivering for localities	<ul style="list-style-type: none"> • To define and recommend options for the establishment of localities in Renfrewshire • To research and recommend options for ways of developing and delivering services in localities • To recommend ways in which the locality planning work aligns with work on the delivery of the Integrated Strategic Plan and the Community Planning Partnership arrangements (this will include a consultation and partnership planning process).
6. Workforce	<p>To support the wellbeing and development of staff in the Health and Social Care Partnership by</p> <ul style="list-style-type: none"> • ensuring there are HR policies and procedures in place which meet the needs of both organisations as services are integrated • developing organisational development and workforce plans to support staff through change • developing a Learning and Development Plan • gain a shared understanding of the differences in the two parent authorities Terms and Conditions for front line staff.
7. Clinical & Care Governance	<p>To develop a shared Clinical, Care and Practice Governance, Professional Standards and Quality Assurance Framework, based on the legislative requirements and best practice from both parent organisations, which is consistent with the Partnership’s vision and strategic objectives and the values of the service.</p> <p>As part of this work, the group will seek to:</p> <ul style="list-style-type: none"> • identify common values, principles and core components of governance and provide advice to the Partnership’s Senior Leadership Group • develop a network of clinical and care governance groups in the relevant service areas with supporting Terms of Reference for each • bring forward proposal for the establishment of a clinical and care governance (sub committee)

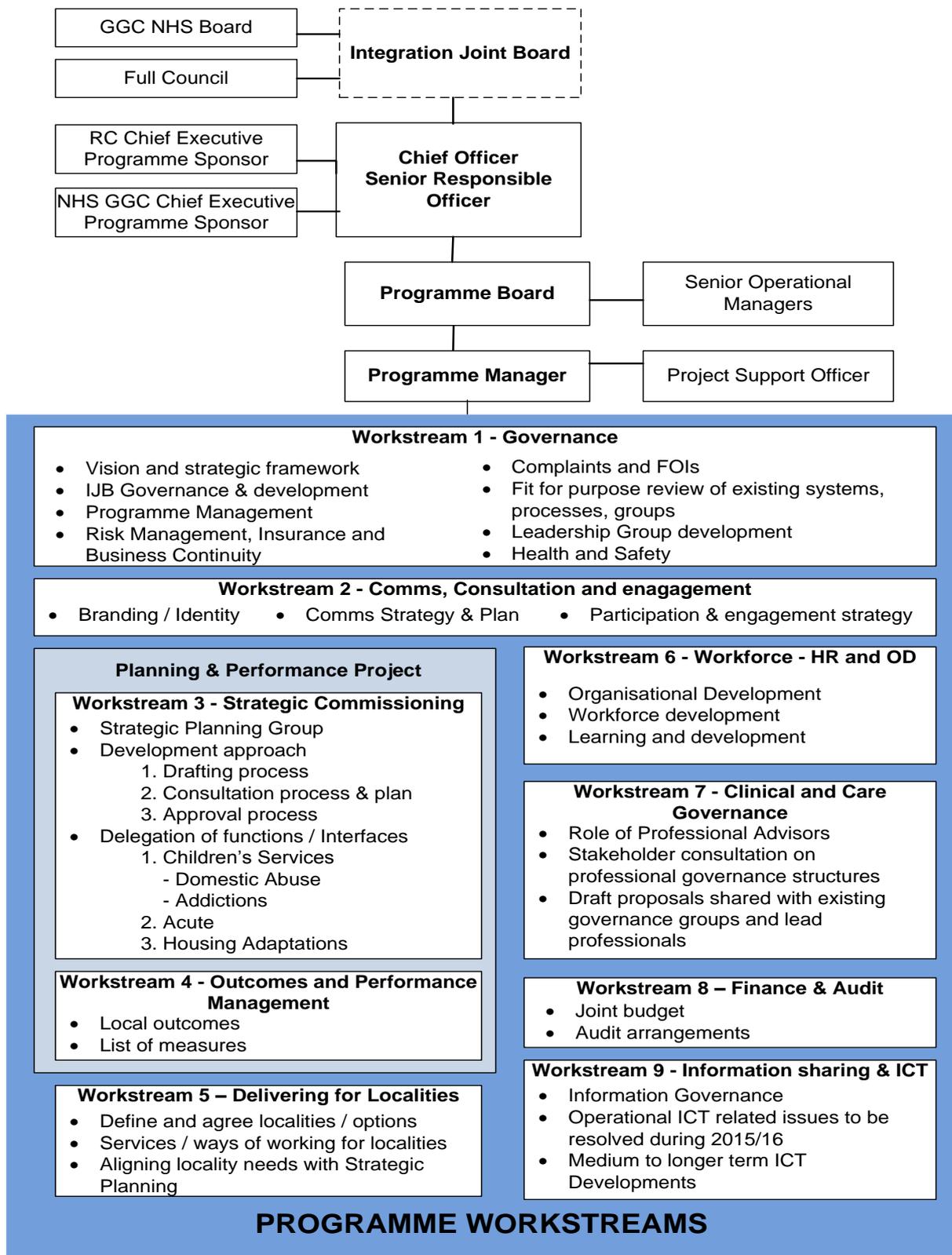
8. Finance & Audit	<p>To put in place the necessary financial management arrangements to support the effective integration of services in Renfrewshire and the work of the Integrated Joint Board (IJB).</p> <ul style="list-style-type: none"> • To ensure the due diligence is completed to the satisfaction of Renfrewshire Council and NHSGGC. • To ensure that appropriate financial arrangements are in place for internal management and IJB reporting purposes • To ensure that appropriate arrangements for financial control, assurance and risk are in place, and in line with statutory requirements and professional guidance • Make provision within the ledger for the IJB • To develop appropriate arrangements for financial planning as part of the IJB strategic planning process • To develop arrangements for in-year budgetary control of the integrated budget to allow for effective management by budget holders • To ensure robust financial regulations are developed for the IJB • To develop internal audit arrangements for the IJB • To understand the external audit approach which will be taken for the IJB
9. Information sharing and ICT	<ul style="list-style-type: none"> • To ensure sound Information Governance arrangements are in place including the development of a local Information Sharing Protocol (ISP) • To prioritise the key operational ICT related issues which need to be addressed in the short term and develop a plan to resolve these during 2015/16. • To set out the ICT related priorities for future years consistent with ongoing developments at Council and Health Board level.

7. Delegation of Council functions, currently outwith Social Work Adult Services

- 7.1. A number of Council functions which must be delegated to the IJB currently sit outwith Adult Social Work Services. Addictions and Gender Based Violence are delivered by Childrens Social Work Services and Housing Adaptations and Garden Maintenance are managed by Housing and Development Services.
- 7.2. In addition to the Workstreams, Leads Officers have also been identified to explore the most appropriate approaches to delegate these each of these functions and develop the supporting mechanisms/structures required to ensure the key links within the Council and across partnership agencies are maintained and developed.
- 7.3. Proposed approaches and supporting transition plans for each function are currently being developed for consideration by the Chief Officer.

Appendix 1 – Programme Governance and Delivery Model

The diagram below provides an overview of the governance model for 2015 Health and Social Care Integration Programme.



Implications of the Report

1. **Financial** – financial governance arrangements being developed to support effective joint working within allocated budgets.
2. **HR & Organisational Development** – Integrated service arrangements may have an impact on parent organisation staffing structures, associated responsibilities and management arrangements as these are developed.
3. **Community Planning** - Integrated service arrangements will require to link effectively to community planning structures and to the parent organisations to ensure appropriate levels of scrutiny and accountability are maintained.
4. **Legal** – programme management arrangements support the implementation of the provisions of the Public Bodies (Joint Working) (Scotland) Act 2014.
5. **Property/Assets** – property remains in the ownership of the parent bodies.
6. **Information Technogloy** – appropriate data sharing supported by IT systems will be required under new integrated arrangements as these are developed.
7. **Equality & 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. **Health & Safety** – parent organisation Health and Safety arrangements will be reviewed to ensure they meet the needs of the IJB.
9. **Procurement** – Integrated service arrangements will need to be supported by flexible, yet robust procurement systems.
10. **Risk** – Risk management arrangements will require to be developed on an integrated basis.

List of Background Papers – none

Author: Health and Social Care Integration Programme Manager

Report: Establishment of the Strategic Planning Group
Date: 19 June 2015
Author: Chief Officer Designate

Item 5

1. Introduction

- 1.1 The purpose of this paper is to present to members of the shadow Integration Joint Board (IJB) for consideration and agreement in principle:
- an update on the progress being made to appoint members for the shadow Strategic Planning Group (SPG),
 - the preferred approach for appointing SPG members in the long term,
 - proposed procedures for the SPG's operation, and
 - proposed Terms of Reference for the SPG.
- 1.2 The matters agreed in principle by the shadow Integration Joint Board will require to be ratified by the Integration Joint Board at a future meeting.
- 1.3 This report refers to the shadow SPG only where the commentary exclusively applies to the Group before it is formally constituted. Where the commentary relates to both the shadow SPG and full SPG, the term SPG is used.

2. Background

- 2.1 Members will be aware of the reports dated 20 March 2015 submitted to the shadow IJB on Development of the Strategic Plan and Non-Voting members of the Shadow Integration Joint Board.
- 2.2 These reports outlined the Shadow IJB's obligations and options for appointing non-voting IJB members and SPG members and remitted establishing a process for identifying and appointing appropriate individuals to these groups of Officers.
- 2.3 Additionally, the reports outlined that officers will establish a process of appointing interim members for the Shadow Strategic Planning Group.
- 2.4 This paper details the progress made by officers to that effect.
- 2.5 In carrying out this work, officers have taken cognisance of the obligations of the IJB under the Public Bodies (Joint Working) (Scotland) Act 2014, the statutory guidance on Strategic Commissioning Plans and the approaches adopted by other partnerships nationally
- 2.6 In particular, officers noted in relation to the SPG, the following from the statutory guidance:

“While Integration Authorities will be expected to make best use of established local user, carer and advocacy groups, they should not be constrained by a traditional working group approach. Rather, they may wish to introduce innovation in respect of networks and in-roads to community engagement.”

and the following from the Integration Scheme:

“Existing forums and networks between the Parties and other stakeholders shall be involved in the development, implementation, review and, where appropriate, monitoring of any new arrangements.”

3. Shadow SPG Member Appointment Update

- 3.1 During the course of their work, officers identified some challenges surrounding timeous appointment of the relevant Shadow SPG members that are necessary to appropriately support the Shadow IJB in the development of the Strategic Plan.
- 3.2 Officers also noted previous successful partnership working and engagement with groups which are already established locally. These local groups comprise representatives from the statutory partners, third sector and service users, carers, service providers and other interested stakeholders. There are over 50 local groups or fora already established and operating.
- 3.3 Members of these groups are familiar with the local context in which health and social care arrangements operate and with the responsibilities of being a member of such a group.
- 3.4 With the above in mind, and reflecting the national guidance, officers have completed work in preparation for inviting existing local groups to nominate members from within their groups for SPG membership on an interim basis, viewing this as a fair and transparent approach for appointing members. The table below shows the SPG membership category and the group/forum that nominations have been sought from:

Membership Category	Proposal for Nomination
Chief Officer	David Leese
Nomination(s) by Renfrewshire Council	Corporate Planning Representative Operational Head of Service Housing and Development Services
Nomination(s) by NHS Greater Glasgow and Clyde	Head of Planning & Health Improvement Operational Head of Service Head of Acute Planning (Clyde)
Health Professionals (doctors, dentists, optometrists, pharmacists, nurses, AHPs)	Nomination from GP Forum Nomination from Professional Nursing Group Mental Health/Addictions clinician Pharmacist Nomination from AHP professionals
Social Care Professionals	Social Worker, Older People’s Services and Occupational Therapist
Third Sector bodies carrying out activities related to Health and Social Care	3rd Sector Providers
Carer of user of social care Carer of user of health care	Nominations from Carers’ Centre Nomination from Learning Disabilities Carers’ Forum
User of social care	Nomination from service managers
User of health care	Nomination from Public partnership Forum (PPF)
Non commercial provider of healthcare	Nomination from PPF
Commercial provider of social care	Nomination from Providers Forum
Commercial provider of healthcare	Scottish Care
Non-commercial provider of social care	Nomination from Health and Wellbeing network
Non-commercial provider of social housing	Nomination by Development and Housing Services

- 3.6 It is also considered important, in recognition of the invaluable contribution made by carers, that the Carer's Centre as the local focal point for many carers is represented. The Centre has been invited to put forward a senior manager as an additional member of the Group.
- 3.7 Members appointed to the Shadow SPG would hold their office on an interim basis, for a period of one year, unless they are removed, replaced or step down in accordance with the SPG Terms of Reference. Thereafter, membership will be reviewed to establish a process to be carried out that establishes substantive SPG members.
- 3.8 Officers have produced background material to support the local groups in this process, providing information about what the SPG member role entails and inviting local groups to nominate individuals from within their membership.
- 3.9 A covering letter was drafted for lead officers to cascade to existing stakeholder groups with a supplementary person specification document. The covering letter introduces the role of the SPG member, with the person specification document providing more detail of what is expected of the SPG member and what they can expect to gain from being a part of the group.
- 3.10 Nominations were requested by 30th May 2015 and the first meeting of the shadow SPG is scheduled for 23rd June 2015.
- 3.11 As part of this work, officers have developed draft materials that could be used for a recruitment process of SPG members at a later date if this option is chosen by the IJB.

4. Longer Term: SPG Appointment Approach

- 4.1 The preferred method for appointing SPG members in the long term is a combination of open recruitment and seeking appointments from existing local groups/fora. This combination method fits well with the approach advocated in the national guidance as described in paragraph 2.6 above.
- 4.2 This option would allow the HSCP to benefit from the knowledge and experience that existing group members can bring as well as achieving diversity and transparency through open recruitment where appropriate, which can bring new ideas and insights. This should result in a balanced mix of representatives.
- 4.3 It is considered that the categories of membership on the SPG lend themselves to this appointment approach. For example, there are already strong links with and among professional groups that can be built upon and the invaluable contribution of individuals already working in partnership with the parent organisations cannot be understated. :

The balance between appointment from existing groups and open recruitment is shown in the table below:

Appoint from Existing Groups	Appoint by open Recruitment
Health Professionals (Doctors, Dentists, Optometrists, Pharmacists, Nurses, Allied Health Professionals)	Carer of user of social care
Social Care Professionals (Social Worker or Provider)	Carer of user of health care
Third sector bodies carrying out activities relating to health and social care	User of social care
Commercial provider of social care	User of health care
Commercial provider of health care	Non commercial provider of health care
Non commercial provider of social housing	Non commercial provider of social care

- 4.4 The open recruitment portion of this option could take a longer period of time to complete, given the need to give candidates appropriate notice periods. However, officers have already completed some of the work that would be necessary for a recruitment campaign, as part of the Shadow SPG member appointment process.

5. **SPG Operating Arrangements**

- 5.1 The IJB has responsibility for determining how the SPG's business operates, for example the quorum of the Group and how members may be removed or replaced.
- 5.2 It is proposed that the Chair of the SPG in the first year is the Chief Officer of the HSCP and thereafter, a Chair and Vice Chair will be elected at the first meeting of every calendar year.
- 5.3 It is proposed that the quorum of the SPG will be one third of its members, at least three of whom will be from the non-statutory partner organisations, recognising the balance of expertise within the SPG.
- 5.4 Members will be expected to attend meetings regularly to support the SPG's work programme. They will be expected to actively contribute to the SPG's discussions and to fairly represent the interests of their stakeholder group. Members will be expected to support the HSCP to deliver the national health and wellbeing outcomes via the SPG's role in developing and delivering the Strategic Plan.
- 5.5 It is proposed that these criteria are appropriate for the IJB when considering a member's continuing role on the SPG. The invaluable contribution of SPG members in the HSCP's strategic planning work is recognised and will be taken into account at all times.
- 5.6 It is proposed that the IJB would be obliged to write to the member in question to notify them of any changes to their membership.
- 5.7 It is also proposed that SPG members may notify the IJB should they wish to stand down. SPG members may suggest potential replacements for themselves however the final decision to appoint rests with the IJB.
- 5.8 A full draft Terms of Reference document has been produced and is attached in Appendix 1 for consideration and approval in principle.

6. **Recommendations**

- 6.1 It is recommended that the shadow Integration Joint Board:
- note the progress made to appoint members of the Shadow Strategic Planning Group,
 - agree in principle to the preferred approach for the long term appointment of

- Strategic Planning Group members as described,
- agree in principle the operating procedures of the Strategic Planning Group,
 - agree in principle the Strategic Planning Group Terms of Reference, and
 - otherwise note the contents of the paper.

6.2 The matters agreed in principle will require to be ratified by the Integration Joint Board at a future meeting once it is legally constituted.

Implications of the Report

1. Financial- none.
2. HR & Organisational Development- none.
3. Community Planning- none.
4. Legal- none.
5. Property/ Assets- none.
6. Information Technology- none.
7. Equality & 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 of individuals' human rights 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 and NHS GG&C websites.
8. Health & Safety- none.
9. Procurement- none.
10. Risk- none.
11. Privacy Impact- none.

Background Papers-

[20 March 2015 shadow IJB Report](#)

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Renfrewshire Strategic Planning Group Terms of Reference

The Renfrewshire “Strategic Planning Group” (SPG) is established in accordance with section 32 of the Public Bodies (Joint Working) (Scotland) Act 2014.

These Terms of Reference are the procedures of the Strategic Planning Group as determined by the Integration Joint Board in accordance with section 32(11).

Purpose of the Group

The main role of the Strategic Planning Group is to give its views during the development, implementation and review of the strategic plans of the Renfrewshire Integration Joint Board on behalf of the Renfrewshire Health and Social Care Partnership.

The Strategic Planning Group is the main group within the strategic planning process that represents the interests of different local stakeholder groups in relation to health and social care services.

1. Objectives

To fulfil its purpose, the Strategic Planning Group should aim to:

- Make representations to the Integration Joint Board in a timely manner at each stage of the strategic planning process.
- To consider the following questions to inform the Group’s representations:
 - How many people will need services and what type will they need?
 - What is the current provision, is it the right level, quality and cost?
 - How can these services improve people's lives?
 - Which services will best achieve this?
 - How do we develop these services at an affordable cost?
 - How do we procure and deliver these services to best effect?
 - How do we monitor and review these services?
- To shape and develop the Integration Joint Board’s strategic proposals, policy documents, plans and services by giving due consideration to the draft materials produced by the Integration Joint Board.
- To identify gaps in the evidence base or in the mechanisms identified to address the gaps and suggest ways to deal with these gaps.

The Health and Social Care Partnership envisages that the SPG will be a key partner in developing and supporting engagement, communicating and sharing information locally to deliver the national health and wellbeing outcomes in Renfrewshire.

2. Membership of the Group

The Renfrewshire Strategic Planning Group consists of the following full time members:

- Chief Officer of the Renfrewshire Health and Social Care Partnership
 - 2 Nominees from Renfrewshire Council
 - 3 Nominees from NHS Greater Glasgow and Clyde
 - Health Professionals representing: doctors, allied health professionals, nurses, pharmacists, and optometrists
 - Social Care Professionals representing: mental health officers, social workers and occupational therapists
 - A third sector body carrying out activities related to health and social care
 - A person who uses local social care services
 - A person who uses local health care services
 - A carer of a person who uses local social care services
 - A carer of a person who uses local health services
 - A non-commercial provider of health services
 - A non-commercial provider of social care services
 - A commercial provider of social care services
 - A commercial provider of health services
 - A non-commercial provider of social housing
 - A nominee representing strategic housing planning
-
- During the period of a strategic plan, representatives of the relevant localities will also be members of the Strategic Planning Group

In addition, the Strategic Planning Group may invite input from other relevant stakeholders that it considers will add value to its operations. This input may be on a one-off, for the duration of a defined piece of work/agenda item or on recurring basis and will be arranged at the discretion of the Chair in agreement with the individual(s) invited.

3. Operation of the Group

3.1 Work Programme and Meetings

The Strategic Planning Group will determine its programme of work in line with the national [Strategic Commissioning Plans Guidance](#) on an annual basis and agree a schedule of meetings sufficient to deliver the priorities of the programme. Work planning will be undertaken at the first meeting of a calendar year, except in the first year of operation, when it will be undertaken as reasonably practicable.

3.2 Chair

The Strategic Planning Group will elect a Chair and Vice Chair to hold office for a one year term. The Chair and Vice Chair will be elected at the first meeting of a calendar year, except in the first year of operation, when Health and Social Care Partnership Chief Officer will assume the Chair and nominate a Vice Chair. Holding the Chair or Vice Chair position in one year will not prevent these individuals from also being elected in the following year.

The Chair whom failing, the Vice Chair will coordinate the efficient operation of Strategic Planning Group meetings to ensure appropriate consideration of agenda items in the time available. The Chair whom failing, the Vice Chair will manage discussions during meetings to ensure these are balanced, productive and on point.

The Chair will hold the casting vote during Strategic Planning Group meetings. The Chair whom failing the Vice Chair will be responsible for facilitating consensus within the group and articulating the conclusions reached for the purpose of the Minutes.

3.3 Role of Members

Members are expected to attend Strategic Planning Group meetings and to have read reports and papers in advance of meetings so that the time available can be used for productive discussions. Members are expected to actively contribute to the Strategic Planning Group's discussions in a way that represents the interests of their stakeholder group.

The Health and Social Care Partnership will offer members reasonable support, including expenses, to enable them to attend meetings and fulfil their duties.

3.4 Removal or Replacement of Members

Members will be expected to: attend meetings regularly to progress the Strategic Planning Group's work programme timeously and effectively, actively contribute to the discussions of the Strategic Planning Group, fairly represent the interests of the relevant stakeholder group, act and behave in such a way that supports the Health and Social Care Partnership's public reputation and to support the Health and Social Care Partnership to deliver the national health and wellbeing outcomes via its strategic plans.

The Integration Joint Board will use these criteria when considering a member's continuing role on the Group..

Where there are changes to an individual's membership, the Integration Joint Board will notify the member in writing.

A member of the Strategic Planning Group may notify the Integration Joint Board at any time for any reason, should they wish to stand down. Where the member has identified a potential replacement for themselves, they should provide details of that person to the Chair whom failing the Vice Chair. Appointments are at the discretion of the Integration Joint Board, which may choose to appoint by other means.

3.5 Quorum

The Quorum for the Strategic Planning Group will be one third of the members, at least 3 of whom will be from the non-statutory partner organisations. If inquorate, agenda items may be discussed however no representations may be made to the Integration Joint Board on these matters until such times as a quorum of members have acceded to them.

If necessary to deliver the Strategic Planning Group's work programme, the Chair whom failing the Vice Chair will be responsible for obtaining the agreement of enough members to achieve a quorum outwith scheduled meetings, in order to make representations to the Integration Joint Board.

3.6 Apologies and Substitutes

Strategic Planning Group members are expected to submit their apologies in advance of any meeting they are not able to attend.

It is permissible for members to nominate another individual who represents their stakeholder group as a substitute to attend meetings. Members will be asked to nominate their substitute at the first meeting they attend. It will be for the IJB to decide on the suitability of the substitutes nominate. Substitutes are expected to be representative of their stakeholder group and otherwise display the same behaviours expected of members, as detailed in paragraph 3.3.

4. Support

Support will be provided to the Strategic Planning Group by Health and Social Care Partnership staff.

This support will include; arranging meetings, producing meeting agendas, taking minutes and action notes and circulating papers to members to facilitate the Group.

The Health and Social Care Partnership will endeavour to provide any appropriate support necessary to assist members to attend. Members who require to be supported to attend will be able to be accompanied if this assists their participation.

5. Minutes

The minutes of the Strategic Planning Group will be submitted to the Integration Joint Board for information at its next meeting following their approval by the Group.

6. Terms of Reference

These Terms of Reference will be reviewed at least annually, at the first meeting of the Strategic Planning Group in each financial year, or at any time the IJB considers a review to be necessary in the light of experience or emerging issues. The findings of the review will be recorded in the minute and submitted to the Integration Joint Board as above. The final determination on the suitability for purpose of the Terms of Reference rests with the Integration Joint Board.

Report: Membership of Renfrewshire Integration Joint Board
Date: 19 June 2015
Author: Chief Officer Designate

Item 6

1. Summary

1.1 The purpose of this report is to update members of the shadow Integration Joint Board (IJB) on the co-opting of non-voting members to the IJB. It also sets out the arrangements for removing and replacing these co-opted members. The terms of reference for members were reported to this Board at the meeting of 20 March 2015.

2. Recommendations

2.1 The Board is asked to:

- Note the progress made in co-opting members from the stakeholder groups agreed at the meeting of 20 March 2015
- Note the procedures for the removal and replacement of IJB co-opted members
- Agree that the IJB co-opts two additional staff-side representatives, one from each constituent authority
- Agree that the Chief Executives of NHS Greater Glasgow and Clyde and Renfrewshire Council have a right of attendance at the IJB
- Delegate the recruitment of outstanding co-opted members to the Chief Officer Designate, with this to be completed before the next meeting of the IJB on 18 September 2015

3. Agreed Membership of the Integration Joint Board

3.1 Members are aware that the regulations accompanying the Public Bodies (Joint Working) (Scotland) Act 2014 sets out the rules governing the number and composition of voting members of the IJB, and that in Renfrewshire, the Board is comprised of four elected members from Renfrewshire Council and four non-executive directors from NHS Greater Glasgow & Clyde.

3.2 Members are also aware that the same regulations require voting members to co-opt additional non-voting members to the IJB from the following categories:

- The Chief Officer of the Health and Social Care Partnership
- The proper officer of the IJB under Section 95 of the Local Government (Scotland) Act 1973 (a); in this case, the Chief Finance Officer of the Health and Social Care Partnership
- The Chief Social Work Officer of the local authority
- A registered medical practitioner providing primary care services; in this case, a General Practitioner
- A registered nurse
- A registered medical practitioner employed by the Health Board and not providing primary medical services

3.3 As discussed at the meeting of the shadow IJB on 20 March 2015, once established the IJB is also required to co-opt additional non-voting members from

the following categories:

- Staff of the constituent authorities engaged in the delivery of local health and social care services; in this case, it is proposed that this will be one staff representative from health services and one from social care services
- Third sector bodies carrying out activities related to health and social care in Renfrewshire
- Service users residing in the area of the local authority
- Persons providing unpaid care in the area of the local authority

3.4 Appendix 1 to this report details the agreed membership of the IJB and where possible, identifies the named representative who will sit on the Board.

3.5 Members are asked to agree that there should be two staff representatives co-opted to the IJB to represent both health and social care.

4. Proposals for additional non-voting members

4.1 It is proposed that the Chief Executives of NHS Greater Glasgow and Clyde and Renfrewshire Council be granted the right to attend all meetings of the IJB, in recognition of their critical role in the oversight of strategic decision-making and operational delivery.

4.2 It is proposed that additional staff groups are represented on the IJB. There would be one additional staff-side member from each constituent authority. The cross-cutting nature of these roles will bring a helpful additional perspective to the IJB.

4.3 It is proposed that non-voting members be permitted to nominate a substitute to attend in their stead should ill-health or other circumstances prevent them from attending themselves. The name and contact details of the substitute should be provided to the IJB secretariat when a member takes up their duties. The Partnership will endeavour to provide any appropriate support necessary to assist members to attend. Members who require to be supported to attend will be able to be accompanied if this assists their participation.

4.4 Agreement is therefore sought from members to grant the right of attendance to both Chief Executives and allow the Chief Officer Designate to identify and appoint two additional co-opted members to represent these interests. Members are also asked to agree that non-voting members may appoint a substitute to stand in for them on occasion.

5. Appointment of Members

5.1 As agreed at the shadow IJB of 20 March 2015, the Chief Officer Designate will make arrangements for the identification of suitable persons to join the IJB as non-voting members.

5.2 The term of membership may not exceed three years; members may be appointed to serve further terms of office.

5.3 Members are subject to the regulations set out by the Scottish Government, and the terms of reference agreed by the shadow IJB at the meeting of 20 March 2015.

6. Operating Arrangements

6.1 The regulations set out the circumstances in which members may be removed from the IJB. This can occur where:

- A member misses three consecutive meetings for reasons not due to illness or other reasonable cause
- A member acts in a manner liable to bring the IJB into disrepute or in a way which is inconsistent with the proper performance of the functions of the Board
- A member is disqualified under any of the grounds specified in Article 8 of the aforementioned regulations
- A member is an elected member appointed by nomination of the local authority and ceases to be an elected member.

6.2 Members may also resign from the IJB at any time by giving written notice to the Board. It is the responsibility of the IJB to inform the constituent authority which nominated that member of the resignation.

6.3 The Partnership recognises the valuable contribution made by members and welcomes the participation of a broad range of people. It aims to support all members to be actively engaged in the work of the IJB.

Implications of the Report

1. Financial- none.
2. HR & Organisational Development- none.
3. Community Planning- none.
4. Legal- none.
5. Property/ Assets- none.
6. Information Technology- none.
7. Equality & 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 of individuals' human rights 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 and NHS GG&C websites.
8. Health & Safety- none.
9. Procurement- none.
10. Risk- none.
11. Privacy Impact- none.

Background Papers- none

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Appendix 1: Membership of Integration Joint Board

	Required groups	Members
VOTING MEMBERS	Elected members from Renfrewshire Council	Councillor Iain McMillan (Chair) Councillor Derek Bibby Councillor Jacqueline Henry Councillor Michael Holmes
	Non-executive directors from NHS Greater Glasgow & Clyde	John Brown Morag Brown Donny Lyons Donald Syme
	Chief Officer [Designate]	David Leese
	Chief Finance Officer	Sarah Lavers
REQUIRED NON-VOTING MEMBERS	Chief Social Work Officer	Peter MacLeod
	Registered Nurse	TBC – Senior Professional Nurse Advisor from HSCP
	Registered Medical Practitioner, Primary Care (GP)	Stephen McLaughlin, Clinical Director (Primary Care)
	Registered Medical Practitioner, not working in Primary Care	Alec Thom, Clinical Director (Mental Health)
	Social care professional involved in service delivery	Liz Snodgrass (Mental Health Officer, Renfrewshire Council)
	Health professional involved in service delivery	TBC – representative to be nominated by Chief Officer Designate
	Third sector representative involved in service delivery	Alan McNiven, Engage Renfrewshire
ADDITIONAL NON-VOTING MEMBERS	Service user resident in Renfrewshire	Stephen Cruickshank
	Unpaid carer resident in Renfrewshire	TBC – representative to be identified by Carers Centre
	Staff-side representative, trade unions – social care	TBC
	Staff-side representative, trade unions - health	TBC – representative from existing staff forum

