



To: Council

On: 3rd March 2016

Report by: Chief Executive

Heading: Health and Social Care Integration – Financial Due Diligence and Governance Update

1. Summary

- 1.1. The Public Bodies (Joint Working) (Scotland) Act 2014 put in place the framework for the formal integration of health and social care services from 1 April 2016, and has significant implications for the future financial, operational governance and delivery arrangements for adult social care services, community health services for adults and children and elements of Acute services in Renfrewshire.
- 1.2. The main implications of the legislation have been set out in previous reports to Council and to the Leadership Board. Regular update reports have been provided at each meeting of the Social Work, Health and Well-being Board.
- 1.3. In order to provide assurance to elected members that all necessary work has been progressed to ensure that Renfrewshire Integration Joint Board (IJB) will have all essential governance and other arrangements in place in readiness for integrated health and social care service delivery from 1 April 2016, this report provides elected members with an update on the status of progress across all of the areas of work which have been taken forward and in particular in relation to the following:
 - The formal establishment of the IJB
 - The development of the Strategic Plan, and the work of the Strategic Planning Group (SPG). It is the approval of this Plan by the Integration Joint Board which will trigger the formal delegation of adult social work services and associated budgets from the Council to the IJB from 1 April 2016.
 - The structured programme of work in place which clearly sets out and monitors progress on the above and all other key required elements for service integration. This programme is designed to ensure that all the

essential legislative and other commitments are in place to support the effective delegation of services from 1 April 2016, the detail of which is attached at Appendix 1.

- 1.4. In addition, at the meeting of the Leadership Board on 2 December 2015, elected members agreed to note that a full report would be provided on the completed financial due diligence process being undertaken by the Director of Finance and Resources, the Council's response to any concerns identified through the process in relation to proposed resource transfer for 2016/17 from either the Council or the Health Board would require to be considered. This report provides elected members with the outcome of the due diligence process and any risks identified as a result.

2. Recommendations

Members are asked to note:

- 2.1. The formal legal establishment of the Renfrewshire Integration Joint Board in terms of the Public Bodies (Joint Working)(Scotland) Act 2014.
 - 2.2. The work undertaken in collaboration with the locally established Strategic Planning Group and other stakeholders, to finalise the development of the Strategic Plan for approval by the Integration Joint Board (IJB) at its meeting on 18 March 2016, and that this approval will trigger the formal delegation of the prescribed social work adult services and the corresponding council budgets from 1 April 2016.
 - 2.3. The work undertaken to establish sound financial governance arrangements for the IJB.
 - 2.4. The current position on the financial due diligence work in relation to the health and social care budgets being delegated to the IJB from 1 April 2016. In particular to note the as yet incomplete financial due diligence on the transfer of resources from the Health Board and the direct interest the Council has in the satisfactory conclusion of this given the potential financial risk to the Council of either under-funding of or over-spending by the IJB arising in 2016/17.
 - 2.5. The structured programme of work which has been taken forward during 2015/16 to prepare for the local implementation of health and social care services from 1 April 2016, ensuring that all legislative and other commitments are met, showing that all the required activity is either complete or on track for completion by the required deadline dates.
 - 2.6. From 1 April 2016, updates on activity and performance of the delegated adult social work services, as defined in legislation, will be provided to elected members on a twice yearly basis at the Council's Leadership Board
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3. Background

- 3.1. The Public Bodies (Joint Working) (Scotland) Act 2014 puts in place the framework for the formal integration of health and social care services, and has significant implications for the governance and delivery arrangements of for adult social care services, community health services for adults and children and elements of Acute services in Renfrewshire.
- 3.2. The main implications of the legislation have been set out in previous reports to Council, to the Leadership Board and in regular update report to the Social Work, Health and Well-being Policy Board. These are:
- The establishment of the Renfrewshire Integration Joint Board for local integrated service delivery for adult social care services in terms of the Act, together with NHS Greater Glasgow and Clyde community health services for both adults and children, and elements of Acute services.
 - The appointment of a Chief Officer and Chief Finance Officer, the latter having the role of section 95 officer for the Integration Joint Board.
 - The development of a Strategic Plan which details the way in which local health and social care services will work with all stakeholders to meet the future needs of local people. In line with legislation, key to the development of the Plan is the establishment of and close collaboration with the Strategic Planning Group of local stakeholder representatives, and extensive engagement and consultation. The Plan must include a Housing Contribution Statement and an underpinning Financial Plan.
 - A range of other legislative requirements and commitments set out in the Integration Scheme (formal legal partnership agreement) between Renfrewshire Council and NHS Greater Glasgow and Clyde. These are reflected in a detailed programme of work, the progress of which is tracked by the Chief Officer and other senior officers, and reported regularly to the IJB and to elected members through Council, the Leadership Board and the Social Work, Health and Well-being Board. This forms Appendix 1 to this report.
- 3.3. The paragraphs below cover the legislative and other requirements in relation to each of the above and outline the current status of each, in order to provide assurance to elected members that the necessary governance arrangements are or will be in place to properly support the transfer of Council adult social care functions, as prescribed in the legislation, and corresponding budgets to the Integration Joint Board from 1 April 2016. Where potential risks have been identified, these are also outlined for members' consideration.
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4. The establishment of the Integration Joint Board (IJB)

- 4.1. Following the approval of the Integration Scheme (partnership agreement) for Renfrewshire, the Integration Joint Board (IJB) was formally constituted on 27 June 2015; the IJB had met in shadow form in advance of this date to ensure continuity of governance arrangements and oversight of the development of integration arrangements pending formal constitution.

- 4.2. As prescribed in the legislation, the IJB comprises an equal number of voting members from Renfrewshire Council and NHS Greater Glasgow and Clyde Health Board. There are 8 voting members in total, and the Council is represented by the Depute Leader, the Convener and Vice-convenor of the Social Work, Health and Well-being Policy Board and the Convener of the Education and Children Policy Board. The first Chair of the IJB is the current Convener of the Social Work, Health and Well-being Board, with position of Vice Chair being held by a non-executive member of the Health Board. The legislation specifies that there be no casting vote, this being intended to foster a consensual approach to decision making.
- 4.3. The required non-voting membership is also in place, together with two additional non-voting members. Detailed membership lists were provided for elected members information at the leadership Board on 2 December 2015.
- 4.4. The first meeting of the formally constituted IJB took place on 18 September 2015. At this meeting the IJB ratified the statutory appointments of its Chief Officer and Chief Finance Officer (section 95 Officer), ratified the non-voting membership, and also formally established its Strategic Planning Group, in line with the requirements of the legislation. The IJB has met on two further occasions, on 29 November 2015 and 15 January 2016. The final meeting prior to the delegation of services and budgets is scheduled for 18 March 2016. The significance of decisions to be taken at this meeting in terms of the Strategic Plan and the Financial Plan is covered below in paragraphs 5 and 7 of this report.
- 4.5. The current arrangements in relation to the establishment, composition and operating procedures of the Integration Joint Board meet all the legislative and other requirements.

5. The development of the Strategic Plan

- 5.1. The Public Bodies (Joint Working) (Scotland) Act 2014 places a duty on Integration Joint Boards (IJBs) to develop a Strategic Plan. The Strategic Plan is the document which sets out the arrangements for the carrying out of integration functions in the Renfrewshire area to meet the needs of the local population over the next 3 years and into the future. It is the approval of its Plan by the IJB which triggers the formal delegation of services and budgets on 1 April 2016.
- 5.2. The stages in the consultation, engagement and decision-making processes in relation to the development of the Plan are covered in some detail in the legislation. This includes as the key element the establishment of a Strategic Planning Group comprising a wide range of prescribed stakeholder representatives.
- 5.3. At its meeting on 19 June 2015 the shadow IJB approved the proposed composition of its shadow Strategic Planning Group (SPG) in terms of the stakeholder or professional groups from which they would be drawn. The shadow Board also approved Terms of Reference for the operation of the Group. The SPG was formally established at the first constituted meeting of the IJB on 18 September 2015, and its membership ratified. The list of current SPG members was provided to elected members for information at the Leadership Board on 2 December 2015.

- 5.4. The SPG has met on four occasions and their participation, engagement and feedback have been key to the development of the Strategic Plan. The formal second draft of the Plan was issued for much wider consultation from 18 January to 3 February 2016. The Council's response to the consultation was agreed at the Leadership Board on 17 February 2016. The comments received as part of the consultation exercise are currently being analysed for incorporation into the final draft of the Plan, which as indicated above is scheduled for submission to the IJB for final approval at its meeting on 18 March 2016.
- 5.5. The Plan will also include two additional statements, as prescribed in legislation. Firstly a Housing Contribution Statement is currently being finalised in consultation with housing colleagues and other housing providers. This will reflect the priorities set out in the local housing strategy and demonstrate the key contribution of the availability of appropriate housing to the health and well being of local people. The format will be consistent with national guidance. Secondly, the Strategic Plan requires to be underpinned by a Financial Plan which details the funding which will be delegated from the Council and the Health Board to the Integration Joint Board to fund the delivery of the services as set out in the Strategic Plan. Funding considerations and the outcome of the due diligence exercise carried out by the Director of Finance and Resources are set out in paragraph 7 below.
- 5.6. The strategic planning process has been in line with legislative requirements, and the finalisation of the Strategic Plan, with its housing contribution statement, is on track for submission to the IJB for approval at its meeting on 18 March 2016. It should however be noted that the Director of Finance and Resources as part of his due diligence review of the budgets being delegated to the IJB for service delivery in 2016/17 has highlighted some risks in relation to the ability of the IJB Chief Financial Officer to fully complete the financial due diligence process at this stage due to the expected timing of formal confirmation of the proposed budgeted transfer from the Health Board and these are set out in more detail for elected members' consideration at paragraph 7 below.

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

- 6.1. To ensure the Strategic Plan and other integration arrangements are successfully delivered by 1 April 2016, key activities have been closely managed as a structured programme of work. This approach has provided a framework for the Chief Officer, with support from senior officers from across the Council and the NHS, to have oversight of the complex range of activities being progressed and to manage these in a controlled and coordinated way. It has also aimed to provide reassurance to the IJB that the work required in terms of the legislation will be complete in line with statutory timescales.
- 6.2. Furthermore this approach offers reassurance to the Council and the Health Board as 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.
- 6.3. The Health and Social Care Integration Programme, led by the Chief Officer, runs formally until 1 April 2016 (albeit that a small number of legislative deadlines post date this and will be monitored as part of a separate

programme in 2016/17), and is being delivered by nine specialist Workstreams, which have been progressing the key elements of integration as set out in the legislation:

1. Governance arrangements
2. Consultation, communication and engagement
3. Strategic Plan
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

6.4. The progress monitoring report at Appendix 1 to this report:

- provides an overview of the content of each of the above workstreams,
- indicates where the specific actions relate to a legislative requirement,
- provides the target timescales which need to be met and
- monitors progress on delivery of the programme of work underway,

As detailed in the Appendix, all of the work identified in the programme is either complete or is on track for completion by the legal deadlines.

6.5. As previously reported to Council, a number of Council functions which will be delegated to the IJB currently sit outwith Adult Social Work Services. Addictions and Gender Based Violence have been delivered until now within the Childcare and Criminal Justice division of the Social Work service, and Housing Adaptations and Garden Maintenance have been managed by Housing and Development Services. In addition to the Programme workstreams therefore plans are in place to establish the most appropriate and pragmatic approaches to delegate each of these functions and develop the supporting mechanisms and structures required to ensure the key links both within the Council and across partner agencies are maintained and developed.

7. Financial Governance Arrangements

- 7.1. The Public Bodies (Joint Working)(Scotland) Act 2014 and supporting statutory and non statutory guidance set out a number of provisions relating to financial good governance, proportionate to the breadth and scale of the legislative changes both operationally and financially.
- 7.2. Work has progressed almost to conclusion to put in place 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.
- 7.3. The Chief Finance Officer, who also carries the Section 95 Officer responsibilities for the IJB is the former Social Work Finance Manager following her appointment 15 June 2015. The CFO is the accountable officer

for the financial administration and performance of the services delegated to the Health and Social Care Partnership. She has supported 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.

- 7.4. Internal Audit arrangements have been put in place for the IJB, including the appointment of the Council's Chief Internal Auditor as the Chief Internal Auditor for the IJB. The IJB has approved terms of reference and operating procedures for its audit committee, with proposals in relation to the identification of membership being submitted to the IJB for consideration at its meeting on 18 March 2016. The chief internal auditor will develop and submit an internal audit plan for 2016/17 for approval by the IJB.
- 7.5. The Council's Director of Finance and Resources has been working with The Chief Officer, and Chief Finance Officer and the Health Board's Director of Finance to carry out the required financial due diligence work, in line with Scottish Government guidance. This work has been progressed over the course of 2015/16 to seek assurance that the budgets for 2016/17 being transferred to the IJB on 1 April 2016 to fund the operational delivery of the delegated services are adequate, and that the makeup of the budgets and any underlying risks and assumptions are mutually understood. The adequacy of the financial due diligence process will be the subject of internal audit review and reporting to the IJB and to the Council's Audit, Scrutiny and Petitions Board.
- 7.6. In relation to the Council budgets, full information has been provided to the IJB CFO to facilitate the completion of the due diligence process on the budgets to transfer from the Council, subject to approval of the recommendations detailed in the report dealt with as agenda item 1 to this Council meeting. As detailed in that report, it is confirmed that the full £8.779 million of resources provided by the Scottish Government to support adult social care will transfer to the IJB in 2016/17 as part of the delegation arrangements. This has allowed the IJB CFO to conclude her assessment of the resources transferring from the Council in which she is expected to confirm to the IJB that subject to the successful delivery of key areas of demand and cost mitigation measures, the resources proposed to be transferred by the Council are adequate to support the delivery of the prescribed services transferring from the Council. In consultation with the CFO, the key issue that is anticipated to be highlighted to the IJB will focus on the commitment to deliver the payment of the living wage across all adult social care workers, including those employed by external providers, within the resources provided by the Scottish Government. It is expected that the CFO will highlight that the cost of delivering this commitment will only be definitively known once the required engagement with external providers has been appropriately concluded, notwithstanding it is anticipated that given the part year impact of a 1st October target implementation date, there will be sufficient resources within the 2016/17 budgets to manage the delivery of this commitment. However, it is also anticipated that she will take the opportunity to highlight the potential financial risk associated with the full year effect which would impact on 2017/18 and that this may be an area for engagement with the Council in relation to additional funding requirements moving into 2017/18.
- 7.7. Similar to the Council, NHS Greater Glasgow and Clyde budgets are facing significant financial challenges. NHS GG&C is working to achieve the savings

required to balance the overall budget in the current financial year 2015/16. Current NHS Partnership budgets for services which will transfer to the IJB assume the successful delivery of these 2015/16 savings. The NHS Board has reported financial pressures in the current financial year, particularly in relation to acute hospital services. Moving into 2016/17, NHS GG&C, similar to the Council will experience demand-led cost pressures and a range of other inflationary cost pressures including exceptional national pension policy changes. Pressures emerging from the ending of non-recurring funding sources, and requirements to meet national hospital performance standards will continue to present significant ongoing financial challenges for the NHS Board.

- 7.8 At this stage, the NHS Board budget for 2016/17 has not yet been formally set, with the plans to meet the identified financial pressures still being developed, and the budgets to be transferred to the IJB to fund the delegated health services and any underlying assumptions similarly still to be finalised. Until confirmed and a balanced budget set by the NHS Board, there will be challenges for the IJB CFO in completing her financial due diligence assessment of the proposed NHS budget transfer. At this stage this uncertainty represents a key area of risk for the IJB in its preparations for the 1st April 2016. Should the CFO not be in a position to fully complete her due diligence assessment process in preparation for the 18th March IJB meeting, there will be a requirement for her to carefully consider what caveats would be appropriate and required as part of her due diligence report and what advice would be provided to the IJB moving into 2016/17. Given the nature of the pooled budget arrangement and the potential financial risk to the Council of either under-funding of or over-spending by the IJB in 2016/17, the Council will have a legitimate and direct interest in the satisfactory conclusion of the due diligence process underpinning the budget transfer from the NHS .
- 7.9 External Audit arrangements have been notified to the Renfrewshire IJB. The IJB has been classified as a body under Section 106 of the Local Government (Scotland) Act 1973; it will require to produce its own statutory accounts. The Accounts Commission's current external auditor appointed for Renfrewshire Council is Audit Scotland, who is tracking progress over this shadow year. The external auditor for the IJB will remain the same as that for Renfrewshire Council. This will not be Audit Scotland from 2016/17 but will be one of the private firms appointed by the Accounts Commission for this purpose, although the detail of the appointment is not yet known.
- 7.10 The Chief Officer, supported by the Chief Finance Officer, will be responsible on behalf of the IJB for managing the NHS and Council budgets for functions delegated to it from 1 April 2016, and for remaining within those allocated budgets. The Chief Officer supported by the Chief Finance Officer will also be accountable to the Integrated Joint Board (IJB) for financial and monitoring arrangements being put in place to ensure clarity in terms of probity and performance and at an operational level detailed financial delegation of lines of accountability and appropriate levels of ongoing scrutiny.

8 Future Reporting to Elected Members

- 8.1 The Social Work, Health and Well-being Board will not be in place after 31 March 2016, as the responsibility for the delegated services and corresponding budgets formally transfer to the IJB from 1 April 2016. However from that date twice yearly reports on activity and performance in relation to the services delegated to the IJB will be provided to the Council's Leadership Board.

Implications of this report

1. **Financial Implications** - The proposed model of integration through pooled budgets, will have significant implications for how the budgets and spend on the delegated services are monitored and governed. Due diligence on the budgets transferred to the IJB in terms of their adequacy to fund services in 2016/17 therefore needs to be robust to minimise any potential risk to the Council of financial uncertainty and potential exposure.
2. **HR and Organisational Development Implications** – existing terms and conditions will remain in place as staff move into the new integrated arrangements.
3. **Community Plan/Council Plan Implications** – Integrated service arrangements will require to link effectively to community planning structures and to the local authority to ensure appropriate levels of oversight are maintained.
4. **Legal Implications** – Integrated service arrangements for adult health and social care services will be developed in accordance with the legislation.
5. **Property/Assets Implications** – Assets remain in the ownership of the parent organisations. Opportunities for further consolidation of the existing asset base may arise through new integrated service arrangements.
6. **Information Technology Implications** – appropriate data sharing supported by IT systems will be required to support the new integrated arrangements as these develop.
7. **Equality and Human Rights Implications**
The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report because it is for noting only. If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council's website.
8. **Health and Safety Implications** - none.
9. **Procurement Implications** – Integrated service arrangements will need to continue to be supported by flexible, yet robust procurement systems.
10. **Risk Implications** – Risk management arrangements will require to be developed on an integrated basis. In addition and as detailed in the report, in the context of the new pooled budget that will underpin the new integrated arrangement the Council is potentially exposed to wider risks were the IJB to be under-funded or over-spends in 2016/17 and given this the Council has a direct interest in the satisfactory conclusion of the financial due diligence process relating to the budgets to be transferred from the Health

Board to the IJB.

11. Privacy Impact - none















List of Background Papers



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Appendix 1: Programme of work to meet legal requirements and commitments













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

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




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

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

3. Strategic Plan (the order of Strategic Plan activities are prescribed in the Act but not specific individual deadlines for each stage)				
Legal requirement /commitment	Type	Legal deadline	Target / actual date	RAG
IJB agree its proposals for the Strategic Plan	Act	-	18/09/15	
SPG feedback on the proposals for the Strategic Plan content	Act	-	23/09/15	
IJB agree its first draft of Strategic Plan, taking account of SPG feedback	Act	-	20/11/15	
SPG feedback on the first draft of the Strategic Plan content	Act	-	27/11/15	
IJB agree its second draft of Strategic Plan, taking account of SPG feedback	Act	-	15/01/16	
Formal consultation with prescribed stakeholders including SPG, Health Board and Council (commences 18/01/16)	Act	-	07/02/16	
NHS GGC agree its response to the draft Plan **	Gov	Not legal req't	17/02/16	
Leadership Board agree the Council's response to the draft Plan **	Gov		17/02/16	
Update report on consultation and final draft of Strategic Plan prepared for the IJB	Act	-	24/02/16	
IJB approve its final version of the Strategic Plan	Act	31/03/16	18/03/16	
Equalities scheme and EQIAs completed for Partnership (previously reported under Governance)	IS	31/03/16	18/03/16	
Strategic Plan published along with financial statement and statement of action taken by IJB under section 33 (consultation and development of the Strategic Plan).	Act	31/03/16	31/03/16	

**** Please note:** this commitment has changed; parent organisations had previously planned to update their Boards on the final draft version of the Strategic Plan (this is not a legal requirement)

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

IJB agree 2016/17 performance framework, taking account of localities, reporting arrangements and plans to publish the annual performance report 25/02/16	IS	27/06/16	17/06/16	✓
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5. Delivering for Localities













Legal requirement /commitment	Type	Legal deadline	Target / actual date	RAG
IJB agree locality arrangements (in line with SG guidance), based on stakeholder engagement, which will be reflected in the Strategic Plan	IS	-	20/11/15	✗



6. Workforce

Legal requirement /commitment	Type	Legal deadline	Target / actual date	RAG
Parent organisations formal structures established to link the Health Board's area partnership forum and the Council's joint consultative forum with any joint staff forum established by the IJB.	IS	31/03/16	18/03/16	✓
Workforce plans and agreed management / governance structures approved by Health Board	IS	31/03/16	29/03/16	✓
Workforce plans and agreed management / governance structures approved by Council	IS	31/03/16	29/03/16	✓
Chief Officer implements Workforce governance arrangements between the IJB and parent organisations (this is captured within parent organisation joint Workforce Plan)	IS	31/03/16	31/03/16	✓
IJB note the approved Workforce plans and agree management / governance structures	Gov	Not legal req't	17/06/16	✓

7. Clinical and Care Governance

Legal requirement /commitment	Type	Legal deadline	Target / actual date	RAG
IJB approve draft Quality, Care & Professional Governance Framework and implementation plan, including approach to working with parent organisations	Gov	Not legal req't	18/09/15	✗
The Parties and the IJB implement appropriate clinical and care governance arrangements for its duties under the Act.	IS	31/3/16	18/03/16	✓
IJB Quality, Care & Professional Governance Framework in place	IS	31/03/16	18/03/16	✓
Health and Care Governance Group established	IS	31/03/16	18/03/16	✓
Chief Social Work Officer provides annual report to IJB (Section 5.15 of IS) – will be carried into the 2016/17 Programme	IS	-	31/10/16	✓

8. Finance and Audit				
Legal requirement /commitment	Type	Legal deadline	Target / actual date	RAG
IJB Audit arrangements agreed	IS	31/03/16	18/09/15	
Insurance arrangements (claims handling) in place	IS	31/03/16	31/12/15	
IJB agree procedure with other relevant integration authorities for any claims relating to Hosted Services		31/03/16	18/03/16	
IJB sign off financial governance arrangements as per the national guidance	IS	31/03/16	20/11/15	
IJB report on due diligence on delegated baseline budgets moving into 2016/17	IS	31/03/16	18/03/16	
Draft proposal for the 2016/17 Integrated Budget based on the Strategic Plan approved by IJB	IS	31/03/16	18/03/16	
Draft proposal for the Integrated Budget based on the Strategic Plan presented to the Council and the Health Board for consideration as part of their respective annual budget setting process	IS	31/03/16	31/03/16	
Parent organisations confirm final IJB budget	IS	31/03/16	31/03/16	
Financial statement published with the Strategic Plan	Act	31/03/16	31/03/16	
Resources for delegated functions transferred to IJB from parent organisations	Act	31/03/16	31/03/16	
IJB issue Directions to the Council and NHS GCC for their respective delegated functions	Act	31/03/16	31/03/16	
Audit Committee established with agreed Terms of Reference (cannot meet until post 1 April 2016 when functions are delegated)	IS	31/01/16	31/03/16	

9. Information Sharing and ICT				
Legal requirement /commitment	Type	Legal deadline	Target / actual date	RAG
Information Sharing Protocol ratified by parent organisations	IS	31/03/16	25/02/16	
Information Sharing Protocol shared with IJB	Gov	Not legal req't	15/01/16	
Appropriate Information Governance arrangements are put in place by the Chief Officer	IS	31/03/16	15/01/16	