



To: **Community Care, Health & Wellbeing Thematic Board**

On: **20th May, 2015**

Report by:

David Leese, Chief Officer Designate, Health & Social Care Partnership


INTEGRATION UPDATE

1. Summary






- 1.1 Renfrewshire Health and Social Care Partnership was established in shadow form in April 2015, bringing together local health services, adult social care services and some elements of housing services. A programme board was created to lead the integration work and the paper attached is the status report noted by the programme board on 6th May 2015.






2. Recommendations

- 2.1 The Community Care, Health and Wellbeing Board is asked to note the progress described in the attached status report.

Programme	Health and Social Care Integration: Phase 2		
SRO	David Leese, Chief Officer Designate	Reporting Period	22 April 2015 – 6 May 2015
Programme Manager	Frances Burns	Phase 2 Health	

Programme Stages	Time frame
Phase 1 - Integration Scheme and establishment of Shadow Integrated Joint Board	Dec 2014 – April 2015
Phase 2 –Establishment of IJB, development of Strategic Plan and delegation of prescribed functions to the IJB	April 2015 – April 2016
Phase 3 – Establishment and embedding of an integrated service delivery model	April 2016 – April 2017

Programme Milestones	Planned	Actual	RAG
Phase 1 : Approval of the Integration Scheme (IS)			
Feedback on draft IS from Scottish Government	-	29/04/15	
Renfrewshire internal review of IS amendments	08/05/15		
GGC Chief Officers meeting with SG to agree revisions	12/05/15		
Updated IS submitted to the Scottish Government	TBC		
IS approved by Scottish Government / IJB Legally constituted	TBC		
Phase 2 / Stage 1: Programme Definition			
1. Management structure in place			
Comms issued re arrangements for Partnership as of 1 April 2015	10/04/15	10/04/15	
New management structure in place	TBC		
Chief Finance Officer (CFO) appointed	31/05/15		
Interim Head of Adult Social Work Services appointed	TBC		
2. Programme Delivery and Governance Model finalised			
Programme Board (PB) composition agreed by Chief Officer Designate	13/04/15	13/04/15	
Timeline for the development of the Strategic Plan agreed by PB	27/04/15	27/04/15	
Workstreams Terms of Reference agreed by PB	08/06/15		
Programme Comms Plan inc stakeholder mapping approved by PB	08/06/15		
Programme Risk Register developed for PB	08/06/15		
3. Preparation for the establishment of the IJB and SPG			
Proposed non-voting members of the IJB agreed by Shadow IJB members	31/05/15		
Proposed composition of the Strategic Planning Group (SPG) agreed by Shadow IJB (scheduled Shadow IJB meeting)	19/06/15		
IJB voting members induction programme designed and scheduled	TBC		
IJB non-voting members induction programme designed and scheduled	TBC		
Induction programme for proposed SPG members designed and scheduled	TBC		
4. Stage 2 plans developed	30/06/15		
a. Plan for the development of the Strategic Plan (Workstream 3)			
b. Other Workstream delivery plans			
c. Transition approach & plans for delegation of prescribed non-SW Adult			

functions (Addictions / Gender Based Violence / Housing Adaptations)			
d. Planning arrangements to protect & develop key interfaces (Health Improvement / SW Children's Services / Acute Services & Planning)			
5. Programme Definition Document and Stage 2 plan approved by PB	TBC		
6. IJB legally constituted and agenda for first IJB meeting agreed (subject to Scottish Government / Scottish Parliament)	Est June 15		
Stage 2: Programme Delivery – to be defined during Stage 1	31/03/16		
Strategic Plan approved by the IJB and function delegated	31/03/16		
Stage 3: Programme Close and transition to business as usual - to be defined during Stage 2	30/04/16		

1. Programme Summary for period

Phase 1: Integration Scheme

Renfrewshire has received feedback from the Scottish Government (SG) on its draft Integration Scheme. All GGC Partnerships have been asked to make revisions to their current drafts.

Lynn Mitchell, RC Legal Services, Anne McMillan and Frances Burns have reviewed the SG comments. For all sections, except *Clause 5: Clinical and Care Governance* and *Clause 8: Finance*, these appear straightforward and Lynn is planning to amend our wording to comply. For *Clause 8: Finance*, Anne McMillan will propose updates to share with James Hobson (NHS GGC) and Frances Conlan (SG) respectively, with a view to these forming the basis of Board wide wording where appropriate. For *Clause 5: Clinical and Care Governance*, there is the option to reflect the content of the East Ayrshire version, however further Board wide discussion is required to agree if there can be a consistent approach across the Partnerships.

The six GGC Partnership Chief Officers are meeting with Frances Conlan on 12 May 2015 to review the IS feedback from the Scottish Government. David Leese, Anne McMillan and Lynn Mitchell have arranged to meet in advance of this meeting to agree Renfrewshire's position, and they will also be attending the Board wide meeting on 12 May 2015.

The Scottish Government has not yet set any timeline for the re-submission of Integration Schemes. The intention is to have mutually agreed content in advance of the re-submission date to facilitate the smooth passage of the IS through the Parliamentary process.

Phase 2: Programme Delivery and Governance Model

Senior Specialists are now in the process of identifying Workstream Coordinators / other key inputs, finalising Terms of Reference and undertaking more detailed planning, with a view to developing supporting delivery plans no later than the end of June 2015.

As agreed by the Programme Board, a Programme Reference Group will be established. This group will have a broad range of representatives from the key stakeholder groups and act as a sounding board for all Workstreams. The Programme Manager will work the Workstream Specialist to agree the composition of this group and terms of reference from this group. Proposals will be drafted for Programme Board approval.

The Programme Manager and Programme Support Officer will work with Lynn Mitchell, RC Legal Services to develop a visual timeline setting out the legal requirements in relation to integration.

The table below provides a summary of Workstream process -

Workstream	Status	
1. Governance	a) Vision and Strategic Objectives	This work is being taken forward by the Communications Workstream.
	b) IJB Governance inc membership	<ul style="list-style-type: none"> • Fiona MacKay is meeting with Cllr Iain McMillan on 11 May 2015, following the Programme Board meeting, to agree the proposed approach for identifying non-voting IJB members. The current proposals are set out in Appendix – see Board Decision 1 • Anne McMillan is drafting a paper for the Shadow IJB June 2015 meeting proposing IJB governance arrangements in line with the Act, around areas such as Audit and Due Diligence. • Papers on the Strategic Plan timeline and an update on/overview of the wider Workstream programme of work will also be tabled at this meeting. The deadline for submitting papers is 27 May 2015.
	c) IJB Development	<ul style="list-style-type: none"> • There is a meeting planned with the IJB voting members, the Chief Officer Designate and Chief SW Officer on 29 May 2015 (to be confirmed) to start shaping an IJB development plan, based on the previous paper issued to the Shadow IJB. Isla Hyslop, Head of OD Partnerships (NHS GCC) will also attend, given her work with the voting members of other GGC Partnerships. • Draft national guidance and support materials have been shared with Renfrewshire Programme Board and IJB voting members for feedback, see Appendix 2: IJB Development. <ul style="list-style-type: none"> a) Scottish Government Guidance: this <u>draft</u> guidance is for all members of the Integration Joint Board, particularly the Chair, and provides further advice to supplement the existing legislation, with a particular focus on the role and responsibilities and membership of the Integration Joint Board. b) NHS Education for Scotland IJB Development Toolkit: this resource (<u>currently in draft</u>) is designed to support all members of integration authorities. It is structured around providing key pieces of information followed by 'development exercises' that Board Members might use individually or collectively.
	d) SLG Development	To be progressed – see Board Decision 2
	e) Health and Safety	Meeting scheduled for 15 May 2015. The Programme Board will be kept advised of progress.
	f) Complaint and FOI	Meeting now rescheduled for 12 May 2015. The Programme Board will be kept advised of progress.
	g) Risk, Insurance and Business Continuity	<p>Risk Management</p> <p>An initial draft risk management policy and strategy must be submitted for consideration and approval by the IJB within three months of its establishment. The IJB must also develop risk management procedures and a risk register, with supporting principles and procedures (i.e. reporting of risks).</p> <p>A meeting with the RC Risk Manager took place on 29 April 2015 to agree how this work can be progressed. It</p>

		is proposed that a Risk Workshop with the Senior Leadership Group is arranged for June 2015. The purpose of this workshop would be to agree, in practice, what the risk management policy, strategy and arrangements will look like for Renfrewshire.
		Insurance The IJB must decide whether they would like to participate in the CNORIS Scheme. The RC Risk Manager will draft a paper for the IJB June 2015 meeting which will set out the options available to assist decision making.
		Business Continuity It is recommended that the Partnership revisits the existing CHP and Council business continuity plans to ensure these are still fit for purpose.
	h) Changes to Council Scheme of Delegation	Ken Graham, Head of Governance RC, is currently reviewing the Council's Scheme of Delegation in light of a number of organisational changes. This piece of work will include the changes required to reflect the integration of health and social care. Ken will keep the Programme Board sighted on progress.
	i) Hosted Services	-
	j) Accommodation	Work has been progressing to co-locate Shiona Strachan (Head of Adult Services) and a number of her direct reports to the main HSCP HQ. To support this move, a number of internal moves have taken place over the last two week period and it is planned that Shiona and staff will move into the HSCP office from 11th May.
2. Communication, Consultation, & engagement	<p>Regular Workstream meetings have now been scheduled, with the first arranged for 28 May 2015.</p> <p>In advance of these meetings, the core team continue to progress the early priorities identified</p> <ul style="list-style-type: none"> • The first Partnership Staff Brief has been drafted. This first edition will focus on health and social care integration. The brief will be issued for managers to cascade next week (w/c 11 May 2015), once the content has been agreed by Cllr Iain McMillan, and the Trade Unions have been consulted. • NHS GGC team briefs will continue to be cascaded to Health staff via the Senior Leadership Group. Council staff will also continue to receive e-mails through SW Communications. • Updated content has also been drafted for the Partnership web area, aimed at the wider stakeholder groups, which will include feedback on the IS consultation process and FAQs. • Initial preparation work is also underway to map stakeholders and create a comprehensive communication and engagement timeline in liaison with the other Workstreams, particularly Strategic Planning and Workforce. 	
3. Strategic Planning	<ul style="list-style-type: none"> • Strategic Planning Group – Fiona Mackay is meeting with Cllr Iain McMillan on the 11 May 2015 to agree the process for nominating SPG members. Once approved, a template letter and supporting information will be circulated, by senior managers, to the existing groups from which the SPG members will be nominated. A paper on the selection process for SPG members will be submitted to the IJB meeting in June 2015. • Timeline for Strategic Plan – an extended meeting has been scheduled for 13 May to finalise the Strategic Plan framework and commence population of the content. 	
4. Perf Mgmt	<ul style="list-style-type: none"> • This will be taken forward as part of the Strategic Planning Group work 	


5. Delivering for localities	<ul style="list-style-type: none"> • Workstream group members have initiated tasks around data gathering re demographics, health profiles and services • Sylvia Morrison and Teresa Lavery have a meeting arranged to brief Stephen McLaughlin • Teresa Lavery will brief the Director of Housing and discuss Housing input to the work of the Workstream group • Representatives from the RHSCP are attending a Regional Locality Learning Event organised by JIT and the Scottish Government on 7 May 2015.
6. Workforce	<ul style="list-style-type: none"> • An initial joint meeting of Council and Health lead officers representing Organisational Development, Workforce Planning, HR Policies and Procedures and Learning and Development has been scheduled for 8 May 2015. The Chief Officer Designate will chair this meeting.
7. Clinical & Care Governance	<ul style="list-style-type: none"> • An initial, draft outline Clinical and Care Governance framework now been developed - Appendix 3
8. Finance and Audit	<p>Finance</p> <ul style="list-style-type: none"> • The first Workstream meeting will take place on 7 May and are scheduled monthly thereafter. • The Financial Performance Group Proposal / Terms of Reference has now been updated to reflect the comments received – see Appendix 4 <p>Internal Audit</p> <ul style="list-style-type: none"> • A decision on the Chief Internal Auditor for the IJB has still to be agreed – Board Decision 3 • The IJB Governance paper, being drafted by Anne McMillan, will update members on what is good financial governance, in line with national finance legislation, and also the progress developing these key components for the Renfrewshire Partnership.
9. Information sharing and ICT	<ul style="list-style-type: none"> • Information Governance - Leads from the Council and NHS GGC are meeting on 12 May 2015 to discuss next steps in terms of drafting the local ISP (which will sit alongside the ISP in place with ISD). • Operational ICT related issues to be resolved during 2015/16 – a meeting is being scheduled for the end of May to agree how the priority areas will be addressed. • Medium to longer term ICT Developments - A Joint ICT Integration Workshop took place on 28 April 2015 which confirmed the key ICT challenges, opportunities and also the development of the portal. This is being led by Robin Wright, NHS GGC, and supported by Murdoch Carberry, RC Head of Reform and Change. The Workstream Specialists will retain an overview of this work during 2015/16.

Delegated Functions	Status
Addictions	Katrina Phillips has drafted an update to the Programme Board of the proposed operational management responsibilities and reporting framework for the integration of Social Work Adult Addiction Services and Domestic Abuse Services to Renfrewshire HSCP – see Appendix 5: Integration of Social Work Addictions and Domestic Abuse Services to Renfrewshire HSCP
Domestic Abuse	
Housing Adaptations	A short term working group has been established to finalise the service specification for Equipment and Adaptations by the end of June 2015. The specification will include a review of posts where there are split Housing / IJB responsibilities.
Gardening Assistance	Meeting with Head of Housing has been scheduled for 7 May 2015 to scope this work out. The Programme Board will be updated on the outcome of this meeting.
Acute	David Leese and Sylvia Morrison are meeting with Marie Farrell, the newly appointed Director of Acute (Clyde), on 11 May 2015 to discuss the linkages with the HSCP and Acute moving forward.

2. Decisions required
1. Agree the proposed non-voting IJB member representatives set out in Appendix 1

2. Advise how Senior Leadership Group Organisational Development should be taken forward
3. Chief Internal Auditor

3. Transition Fund Budget

Total budget**	Actual Spend to date	Variance	
£225,000	£3,479.97	£221,520.03	
Budget summary as at 31 March 2015**			
	Budget	Actual spend	Variance
Information and Research Assistant	£29,000	£955.50	£28,044.50
Graduate Intern	£5,300	£1,380.47	£3,919.53£3,919.53
NHS Admin Support post	£26,000	-	£26,000.00
Culture change	£25,000	-	£25,000.00
Admin support to senior SW team	£20,000	-	£20,000.00
Comms material/web presence/ engagement sessions/events	£30,000	£1,144	£28,856.00
Total committed to date	£135,300.00	£1,144.00	£99,856.00

4. Risks (where current evaluation is “High”)

Description of risk	Mitigating action	Actionee	Date
1. When the RCHP ceases on 1 st April 2015 (as required by legislation) the IJB will not yet be legally constituted, creating a short term governance gap. There is a risk that former CHP decision making processes could be adversely affected as a result.	The Chief Officer Designate will continue to report to the NHS Board until the IJB is legally constituted	DL	Ongoing
2. There is a risk that when the prescribed functions which do not currently sit within the Council's Adult Services are delegated to the IJB this could result in a more fragmented service experience in some areas for users.	<ul style="list-style-type: none"> Lead Officers will be assigned to agree transition approach and plans for delegation of functions in order to minimise risk and impact on service continuity Each function will be individually risk assessed as future service delivery models are developed. 	DL/PM	Ongoing
3. There is a risk the IJB is not fully sighted on all the specific non Adult Social Work and Health functions which are required to be delegated in order to comply with the Act	Review the legal details in relation to all mandatory non Adult Social Work and Health functions to be delegated to ensure appropriate arrangements are being made.	LM	11/05/15
4. The timeline for the development of the Strategic Plan assumes it will be finalised just before the statutory deadline. There is a risk the Partnership would experience pressure to meet the required timescale.	The Strategic Plan Workstream to outline mitigation measures which will be put in place	FMcK / AM	11/05/15
5. There is a risk that there will be insufficient resource to fully support the 2015/16 Programme	<ul style="list-style-type: none"> Workstream Senior Specialists to escalate any capacity concerns and also highlight any opportunities to free up capacity for the programme. Transitional Funding is also available to assist with capacity issues. 	WS Senior Specialists	Ongoing
6. As the Partnership's branding and identity work will not be fully developed	<ul style="list-style-type: none"> Interim Partnership templates shared and senior officers to 	SJM	May 2015

until later in 2015, there is risk that there will be a gap period where staff may feel fully engaged and it may limit their ability to fully represent the new Partnership.	<p>encourage their adoption.</p> <ul style="list-style-type: none"> • Comms Workstream to focus on the early staff engagement priorities which have been identified. • Senior Leadership Group will recognise the need to take a flexible, pragmatic approach until Partnership identity / branding is developed. 		
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5. Issues (where priority is rated "High")

Description of issue	Action required	Actionee	Date
1. There remains a lack of clarity around Acute engagement	David Leese and Sylvia Morrison are meeting with Marie Farrell, the newly appointed Director of Acute (Clyde), on 11 May 2015 to discuss the linkages with the HSCP and Acute moving forward.	DL	11/05/15