
To: Integration Joint Board

On: 18 September 2015

Report by: Chief Officer Designate

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

1. Summary

- 1.1. The purpose of this report is to seek approval to implement a senior management structure (as detailed in Appendix 1: Proposed RHSCP Senior Management Structure) for the new Renfrewshire Health and Social Care Partnership (RHSCP). The structure will provide the required arrangements for the effective and proper delivery of the Integration Joint Board's delegated functions, in line with the The Public Bodies (Joint Working) (Scotland) Act 2014 (the Act).
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2. Recommendation

Members of the Integration Joint Board are asked to:

- 2.1. approve the proposed RHSCP senior management structure as detailed at Appendix 1: Proposed RHSCP Senior Management Structure, and agree to the Chief Officer implementing the new structures in consultation with the Chair of the Integrated Joint Board by 1 April 2016.
- 2.2. note that the proposed Clinical and Care Governance arrangements will ensure sufficient professional oversight for services provided through the proposed RHSCP management structure.
- 2.3. note that a review of the proposed structure will be carried out after the first year of operation to review its effectiveness and any further changes will be reported to the Integration Joint Board, as necessary, by the Chief Officer.
- 2.4. note the Chief Officer Designate's planned interim management arrangements until the RHSCP structure is in place.
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3. Background

Remit of Chief Officer Designate

- 3.1. In Early 2015, Renfrewshire Council and NHS Greater Glasgow and Clyde appointed a Chief Officer Designate, ahead of the formal creation of the Integration Joint Board, with a view to this appointment being ratified by the Integration Joint Board at its inaugural meeting.
- 3.2. In January 2015, David Leese, the former Director of the Renfrewshire Community Health Partnership (CHP), was appointed Chief Officer Designate.
- 3.3. The Chief Officer Designate has delegated responsibility to progress the following areas on behalf of the parent organisations:
- 3.3.1. prepare for the practical development and implementation of integrated working arrangements including the development and approval of Renfrewshire's Integration Scheme; the establishment of the Integration Joint Board (IJB) and to oversee the work required to meet the key legislative requirements set out in the Act and Renfrewshire's Integration Scheme
 - 3.3.2. establish a shadow RHSCP with strategic and operational responsibility for both adult social work (previously part of the Council's Social Work Service) and all health services (previously within the Renfrewshire CHP).
 - 3.3.3. develop, in consultation with the Chief Executives of the parent organisations, a proposed management structure for the RHSCP which will provide the required arrangements for the effective and proper delivery of the Integration Joint Board's delegated functions, in line with The Public Bodies (Joint Working) (Scotland) Act (the Act).
 - 3.3.4. to work with the Chief Social Work Officer to ensure that the design of the proposed RHSCP management structure allows him, in his statutory role, to have the appropriate seniority and oversight of social work functions.

Shadow RHSCP Senior Management Arrangements

- 3.4. Since April 2015, the Chief Officer Designate has worked with the Chief Executives of Renfrewshire Council and NHS GGC to establish a shadow RHSCP.
- 3.5. The current shadow Partnership's senior management team comprises
- Chief Finance Officer Designate
 - Head of Adult Social Work Services (Council post / 'Acting' until 30 September 2015)
 - Head of Mental Health, Addictions and Learning Disabilities (NHS post)

- Head of Primary Care and Community Services (NHS post)
- Head of Planning, Performance and Health Improvement (NHS post)
- Head of NHS Administration (NHS post)
- Clinical Director (NHS post)
- Senior Professional Nurse Advisor (NHS post / one year temporary position running from 5 October 2015)

- 3.6. In addition to a Chief Officer, the legislation requires the Integration Joint Board to appoint a Chief Finance Officer. In May 2015, Sarah Lavers, former Social Work Finance Manager was appointed as Chief Finance Officer Designate. As with the Chief Officer position, as it is legally established, the Integration Joint Board is being asked to ratify this appointment at this meeting, and this is subject to a separate report. As Chief Finance Officer Designate, Sarah has been delegated responsibility by the parent organisations to support the Chief Officer Designate to put in place appropriate finance governance and assurance arrangements for the new Integration Joint Board.
- 3.7. The Head of Adult Social Work Services post is currently filled on an 'acting' basis until September 2015. The Chief Officer Designate is currently seeking Council approval to extend this post until March 2016 to provide sufficient time to agree and implement a new RHSCP management structure.
- 3.8. On establishing the shadow RHSCP, it was agreed that the Learning Disabilities service, which was previously jointly managed by the Head of Adult Social Work Service and the Head of Primary Care and Community Services, would be better aligned with Mental Health and Addictions Services. This service was added to the remit of the Head of Mental Health and Addictions Services from 1 April 2015.
- 3.9. The Head of Primary Care and Community Services post is due to become vacant from 31 October 2015 and a recruitment process is now underway to fill this position on an interim basis up to 31 March 2016.
- 3.10. A Senior Professional Nurse Advisor has been seconded on a twelve month basis from 5 October 2015. This will provide time for the Chief Officer Designate to consider how this role can best be taken forward within the new RHSCP management structure.
- 3.11. Additional support services resources are currently provided from both the Council and NHS GGC to assist the Chief Officer Designate and support his shadow management team. These services include:
- Strategic Communications
 - Human Resources (HR)
 - Organisational Development
 - Legal Services
 - Administration
 - Programme Management

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- Policy and Performance including Strategic Commissioning
 - Procurement

- 3.12. Under the shadow arrangements, the Chief Social Work Officer, Peter McLeod, who is Renfrewshire Council's Director of Children's Services, continues to have a key role providing professional advice to Elected Members and the Chief Officer Designate on social work matters. He also must ensure there are robust governance arrangements in place to allow continuing oversight and involvement for the social work functions which will be delegated to the new Integration Joint Board.

Proposed Senior Management Structure for the RHSCP

- 3.13. The Public Bodies (Joint Working) (Scotland) Act 2014 (the Act) requires all prescribed adult social care and health functions to be delegated to the Integration Joint Board by 1 April 2016 by NHS Greater Glasgow and Clyde and Renfrewshire Council.
- 3.14. Once ratified, the Chief Officer's role will be to provide a point of joint accountability to the Integration Joint Board for the performance of these functions delegated to it, and to the chief executives of NHS Greater Glasgow and Clyde and Renfrewshire Council in respect of the functions delegated by their respective organisations.
- 3.15. The Chief Officer Designate has been working with senior managers within the NHS and the Council to develop proposals for a management structure which will provide the required arrangements for the effective and proper delivery of all of the new Partnership's delegated functions.
- 3.16. The proposed management structure for the RHSCP going forward is set out in Appendix 1: Proposed RHSCP Senior Management Structure. This new joint management structure will provide leadership within sectors (i.e. geographical areas) to ensure we build and develop the relationships, collaborations and joint working between individuals, teams and services to optimise the benefits of bringing health and social care services together. The new Head of Community Service posts will work in close partnership with the Head of Mental Health, Addictions and Learning Disabilities to optimise how all our services connect and work together. The geographical focus of these new posts will also complement the future locality approach that the HSCP will develop as part of its strategic planning process and is consistent with the Scottish Government guidance on delivering for localities

Chief Finance Officer

- 3.17. Once ratified by the Integration Joint Board, the Chief Finance Officer will sit within the RHSCP senior management structure, working closely with the Director of Finance and Resources, Renfrewshire Council and the Director of Finance at NHS GCC. The Chief Finance Officer will act as the Section 95 Officer for the RHSCP and be the accountable officer for the financial

administration and performance of the services delegated to the Integration Joint Board.

Operational Management

- 3.18. The proposed structure will create two new Heads of Community Services
- Head of Community Services – Paisley
Head of Community Services – West Renfrewshire
- 3.19. The new Head of Community Services posts combine responsibility for community based health and social work services focused within a geographical area, and will replace the two existing single agency management posts of Head of Adult Social Work Services and Head of Primary Care and Community Services.
- 3.20. This proposed change has been influenced by a number of factors including:
- an area based model for the management of community based health and social care services will facilitate building collaborative, cross functional relationships;
 - provides an organisational and operational arrangement which will optimise joint and integrated working with mental health, addictions and learning disability services;
 - operational alignment will complement any future locality model. The RHSCP has a requirement, in terms of legislation, to introduce at least two localities and associated locality planning;
 - many health and adult social care teams are already grouped within these geographical areas;
 - provides a clear basis for building joint and collaborative working with GP practices and other NHS contractor services such as community pharmacists;
 - provides a clear basis for other services and activities to be better aligned within the HSCP - these include health promotion, advice and improvement activities, organisational development activities, pharmacy advice, links and joint working with housing, children's services, employment services;
 - facilitates financial planning as per the Scottish Government localities guidance.
- 3.21. To ensure the required social care professional input, it will be essential for one of the Heads of Community Services to have experience working at a senior level within social work and have a social work qualification. Service Managers will be aligned to each of the Head of Community Service posts based on their area of responsibilities.

Head of Strategic Planning and Health Improvement

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

Support Services

- 3.23. It is proposed that a Head of People and Change (HR) post will be established and filled to ensure the Chief Officer has appropriate advice and support on NHS human resource matters. The Council will ensure that the Chief Officer has appropriate support on HR matters relating to Council employed staff within the Partnership
- 3.24. It is recognised that the RHSCP will continue to rely on the provision of additional support services, such as legal, procurement, from both parent organisations. A paper setting out the proposed arrangements for these services will be submitted for consideration and approval to a future meeting of the Integration Joint Board.

Clinical and Care Clinical governance

- 3.25. The Act does not change the current regulatory framework within which health and social care professionals work, or the established professional accountabilities that are currently in place within the NHS and Council. As such, the Clinical Director, Lead Clinicians, service specific Professional Leads and the Senior Professional Nurse Advisor will continue to be members of the RHSCP management team with a clear role to ensure clinical, nursing and allied health professional leadership, advice and support.
- 3.26. In line with the Act, a RHSCP Quality, Care, and Professional Governance Framework has been drafted, which is the subject of a separate paper for Integration Joint Board's consideration and approval.

Chief Social Work Officer

- 3.27. The revised structure recognises that the role of the Chief Social Work Officer will not be embedded in the integrated senior management structure of the RHSCP but will provide professional governance. The Chief Social Work Officer, Peter Macleod, Director of Renfrewshire Council's Childrens Services has been consulted on the proposed structure and has agreed with the Chief Officer Designate appropriate Clinical and Care Governance arrangements to allow him sufficient professional oversight for social work services provided by the RHSCP. These governance arrangements will be set out in the aforementioned RHSCP Quality, Care, and Professional Governance Framework, which will be subject to Integration Joint Board's approval and will

be further developed, embedded and monitored as the new organisation becomes established

- 3.28. The professional governance links between the Chief Social Work Officer and the RHSCP are set out in Appendix 1: Proposed RHSCP Senior Management Structure.

Recruitment Process

- 3.29. An appointment process has been developed in line with the principles of the organisational change arrangements applicable to the parent organisations, whereby restricted competitive interviews are proposed when direct 'matching' cannot be applied.
- 3.30. The proposed structure has been subject to consultation and discussions with a range of stakeholders in particular staff and Trades Unions.

Implications of the Report

1. **Financial** - none
2. **HR & Organisational Development** – HR and Trade Unions consultations has taken place as referenced in the report. There will be an investment in Organisational Development to enable these structures to operate effectively.
3. **Community Planning** – the RHSCP is a key partner within the Renfrewshire Community Planning Partnership.
4. **Legal** – to be in line with The Public Bodies (Joint Working) (Scotland) Act
5. **Property/Assets** - none
6. **Information Technology** – none
7. **Equality and Human Rights** - The recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement have been identified arising from the recommendations contained in the report. If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council's website.
8. **Procurement Implications** - none
9. **Privacy Impact** - none
10. **Risk Implications** – all organisational operational risks will be reflected and monitored in the Integration Joint Board risk register
11. **Privacy Impact** – None.

List of Background Papers –

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

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Appendix 1 – proposed new structure

