

A **Special** meeting of the **Clackmannanshire and Stirling Integration Joint Board** will be held on **Friday 1 November 2019 at 10.30am**,
in the **Council Chambers, Stirling Council, Old Viewforth, Stirling**

Please notify apologies for absence to:

HealthandSocialCarePartnership@clacks.gov.uk

INTEGRATION JOINT BOARD MEETING AGENDA

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|---|---------------------------|
| 1. NOTIFICATION OF APOLOGIES | For Noting |
| 2. NOTIFICATION OF SUBSTITUTES | For Noting |
| 3. DECLARATION(S) OF INTEREST | For Noting |
| 4. RESOURCES TO BUILD STRATEGIC CAPACITY
AND ACHIEVE SUSTAINABILITY
Paper presented by Annemargaret Black | For Discussion & Approval |
| 5. DATE OF NEXT MEETING
Wednesday 27 November 2019 | |



Integration Joint Board

1 November 2019

Agenda Item 1

Resources to Build Strategic Capacity and Achieve Sustainability

For Discussion & Approval

Paper presented by	Annemargaret Black
Author	Annemargaret Black
Exempt Report	No



Clackmannanshire
Council



Directions	
No Direction Required	<input checked="" type="checkbox"/>
Clackmannanshire Council	<input type="checkbox"/>
Stirling Council	<input type="checkbox"/>
NHS Forth Valley	<input type="checkbox"/>

Purpose of Report:	<p>The purpose of this report is to provide assurance to the Integration Joint Board that increased strategic capacity has been agreed by the three Chief Executives and the Chief Officer.</p> <p>The paper also requests authorisation by the Integration Joint Board (IJB) of a spend-to-save recurring transformation fund of £100k from reserves for the purposes set out below.</p>
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Recommendations:	<p>The Integration Joint Board is asked to:</p> <ol style="list-style-type: none"> 1. note the key pressure areas as set out in the Report (Section 2.4); 2. note the agreed senior management and leadership team structure (Section 2.5); 3. note the contributions to be made by each of the constituent parties to support the work of the Senior Team(Section 2.6); 4. approve the allocation, from existing reserves, of an additional recurring £100k spend-to-save transformation fund to:- <ul style="list-style-type: none"> • increase transformational management and leadership capacity to support the delivery of integration and progression of Locality Planning with the emphasis on participation and engagement; and • raise the profile and purpose of the HSCP; and • support projects to deliver financial sustainability. <ol style="list-style-type: none"> 5. note that delivery of savings from this investment will be subject to annual review and delivery of savings.
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1. Background

- 1.1 The collaborative gains that can be made through integrated working and the bringing together of NHS and social care staff (i.e the Health and Social Care Partnership) to work in ways that combine resources and achieving value for investment is crucial if we want to fully integrate, progress sustainability and be confident that collective investment is being targeted for the greatest impact, to help people living across our communities achieve their independence, choice, control and outcomes.

- 1.2 Locality planning will be a platform to support the reforms. In Clackmannanshire and Stirling it has been recognised that a locality-based approach across 3 areas (identified as the Health and Social Care Partnership (HSCP) Localities) be established for planning and engagement purposes. The locality structure will deliver collaborative gains in respect of quality, integrated service delivery and financial sustainability. This will be achieved through a transformation approach and this paper sets out the foundations of how this will be achieved and the associated requirements.
- 1.3 Local delegation of services into the HSCP construct was achieved by June 2017 for Clackmannanshire Council. Further to that, administration services to support the work of the HSCP were also delegated with budget transferring to Children and Families Social Services as an interim arrangement until full transfer to the HSCP. Further delegation of commissioning services is expected. A lead partner to take this work forward will be agreed by 31st December 2019.
- 1.4 Services from Stirling Council were delegated in October 2018 with further delegation of adult social care business & administration support expected by 31st March 2020. Further delegation of commissioning services is expected. A lead partner to take this work forward will be agreed by 31st December 2019.
- 1.5 NHS Forth Valley intended to delegate services at the same time as Stirling Council (October 2018) however this was not progressed. Shadow arrangements are in place currently. Operational management responsibilities will be delegated once the two Heads of Service take up post in early January 2020.
- 1.6 As both Councils are delegating administration functions, this is also NHS Forth Valley's preferred approach to enable a single function.

2 Considerations

- 2.1 The Clackmannanshire and Stirling Integration Joint Board like many other Integration Authorities has significant financial challenges. A Recovery/Transformation Plan to balance the budget over the next 2 to 3 years is being developed with support from Chief Finance Officers and the Director of Finance from each of the three Parties (Clackmannanshire Council, Stirling Council and NHS Forth Valley).
- 2.2 The Chief Executives and Chief Officer have agreed a number of priorities that align to the development of a Recovery/Transformation Plan using integrated working to deliver sustainable step-change and financial sustainability. The priorities include:
 - 2.2.1 Development and implementation of a Transformation Strategy / Plan;
 - 2.2.2 Development and implementation of a Medium Term Financial Plan;
 - 2.2.3 Using the approved Strategic Commissioning Plan to inform the development of locality based priorities;
 - 2.2.4 Robust engagement and participation will be a key feature to progress this work. All three organisations (Clackmannanshire Council, Stirling

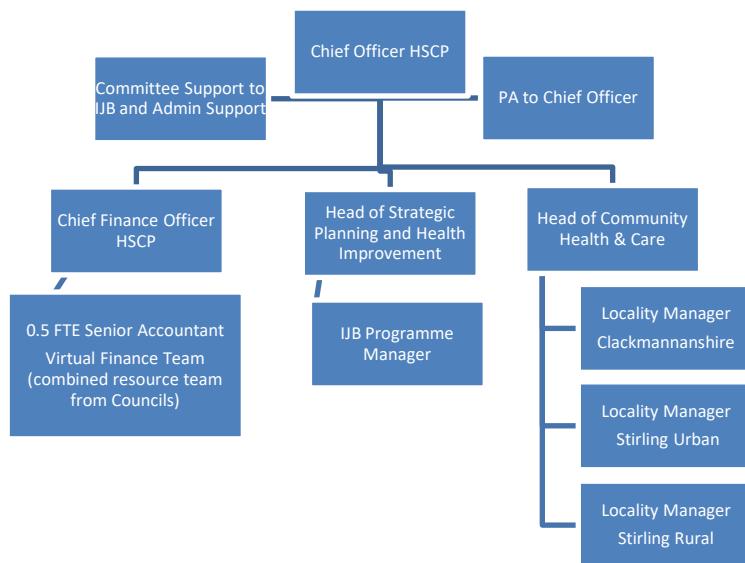
- Council and NHS Forth Valley) have already agreed to provide improvement, commissioning and communication support within support services arrangements;
- 2.2.5 Organisational Development (OD) and creating space for staff from all three organisations to come together in a partnership will be critical and funding is already in place to appoint an OD specialist to support this work.
- 2.3 The recurring transformation fund (£100k) will support participation and engagement within a locality planning context, and implementation of locality working and will be used at the discretion of the Chief Officer.
- 2.4 Table 1 below highlights the area of work, the support and key outcomes.

Priority	Action	Outcome	Progress
Implement agreed senior management structure.	Structure agreed, recruitment progressing – (see organisational chart) with reference to Ministerial Steering Group (MSG) 'agreed governance and accountability arrangements' also links to IJB and Partnership development.	Recruitment complete – Heads of Service appointed and will take up post in Jan 2020. Locality Managers in post from November 2019 (vacancy when postholder leaves is being recruited to). Service Manager Mental Health and Learning Disability community services in post.	Recruitment led by NHS FV on behalf of 3 organisations – complete.
Strategic Plan (IJB approved 27 th March 2019).	Develop locality plans aligned to GP Clusters taking into account the Joint Inspection (Adult) – Effectiveness of Strategic Planning (November 2018) and MSG 'effective strategic planning for improvement'.	Locality Plans developed and work with commissioners to ensure commissioning plans align with service redesign and savings plans/recovery plan and opportunities are maximised through alignment to Community Planning with CPP's. Fund engagement and communication support to progress MSG 'meaningful and sustained engagement' proposal.	Scope/approach to be agreed – Chief Officer, end of November 2019. Recruit 0.5FTE Officer – subject to £100k.
Recovery Plan/Medium Term Financial Strategy.	Develop and agree a 3 to 5 Year Financial Strategy to deliver financial balance and sustainable step-change through enhanced integrated working. Take account of MSG 'integrated finances and financial planning' and 'strategic planning for improvement' proposals.	Establish Financial Working Group (Chief Finance Officers, Director of Finance led by Chief Officer) Inform financial review led by Paul Leak:	Group to be established – November 2019. Plan to be developed and agreed by mid December 2019 with reference to risk sharing and MSG proposals set out in action plan. Initial findings to feed into Recovery Plan work. Review findings to be completed by end of December 2019.

		<ul style="list-style-type: none"> • Agree service reviews; • Care at Home Best Value; • Discharge to maximise independence; • Primary Care Improvement Plan implementation; • Prescribing; • Housing / Assisted Living; • Front Door (demand management); • Technology Enabled Care; and • Early Intervention/prevention. 	Chief Officer to identify lead officers with support from Chief Executives. Transformation and Programme Management Office approach approved in August 2019. Reviews to inform Recovery Plan deadline.
Refresh Communication and Engagement Strategy.	Commission communications/engagement support taking into account MSG 'information sharing and meaningful and sustained engagement'.	Fund participation, engagement and communication planning support and co-ordinate the efforts of existing support services.	Recruit 0.5FTE Officer – subject to £100k (same post as Strategic Plan section above).
Commissioning arrangements.	Review and agree commissioning arrangements.	Single Commissioning Team.	Lead to be identified by 31 st December 2019.
IJB and Partnership development.	<p>Enhance collaborative leadership opportunities and building of relationships at IJB and Partnership levels.</p> <p>To prepare for forthcoming Best Value Audit requirements.</p>	<p>OD funded vacancy being recruited to. OD support in the interim being provided from NHS Forth Valley and Stirling and Clackmannanshire Councils.</p> <p>Scottish Government support and facilitation.</p> <p>To ensure self-evaluation of IJB and benchmarking is carried out to inform progress reporting.</p>	<p>Recruitment being led on behalf of 3 organisations by Stirling Council - January 2020.</p> <p>Initial systems leadership event facilitated.</p> <p>Training and awareness-raising to be carried out with IJB members.</p>

2.5 Approved Senior Management Structure

The approved integrated Health and Social Care management structure is set out below. However, further amendments may be made once the Heads of Service commence in post.



- 2.5.1 The IJB previously approved £250k from reserves to contribute to the senior management structure through recruitment of two Heads of Service posts; the Head of Planning, Performance and Health Improvement and the Head of Community Health and Care. Recruitment has been successful and it is expected that the successful candidates will take up post in January 2020. Sustainability of the funding for these posts will be achieved through delivery of a medium-term financial plan.
 - 2.5.2 Further review will be required to develop a robust infrastructure underneath this to ensure that the HSCP is well placed to take forward some of the key requirements to transform and redesign services and supports in line with the Christie Commission principles and to achieve sustainability into the future.
 - 2.5.3 The timeline for development of this infrastructure is aligned to both the delegation of services from NHS Forth Valley and the commencement in post of the two Heads of Service. This will provide the opportunity for additional leadership and management capacity as well as operational leadership and staffing capacity to support service delivery including service redesign opportunities.
- 2.6 Measures to mitigate pressures**

In addition to the integrated management structure each of the Constituent Bodies has, through their corporate support, made the following investments:-

NHS Forth Valley

- 2.6.1 The NHS Board has a dedicated finance resource to provide support across both Clackmannanshire and Stirling HSCP and Falkirk HSCP, led by a senior finance manager who reports to the NHS Board Director of Finance. The IJB Chief Finance Officer can influence and direct the work of the finance support team in supporting the operational requirements for the HSCP, and this is

being further developed as part of a virtual team structure. In addition the Director of Finance works closely with Chief Finance Officers of all three Local Authorities.

2.6.2 A Locality Manager and a Business Manager will join the Partnership in late October/early November 2019. Both roles will be seconded for a period of 18 months.

2.6.3 Administrative Support to Heads of Service posts will be provided.

2.6.4 Corporate NHS Board support will continue, for example:-

- Strategic and operational planning support, and will also support the development of FV wide strategic plans - e.g. Winter Plan, Primary Care Improvement Plan, Action 15 Plans;
- Transformational change and Quality Improvement (QI) support (Supporting service redesign and/or modernisation e.g. Corporate Programme Management Office support to improve efficiency and effectiveness of prescribing, Getting Forth Right (unscheduled care recovery plan in response to escalation by Scottish Government).

Stirling Council

2.6.5 Stirling Council has provided a Programme Manager on an interim basis until the recruitment of 2 specific posts funded by Stirling Council to support transformation. These posts are Adult Social Care Practitioner Lead and Adult Social Care Portfolio Lead.

2.6.6 The Chief Finance Officer is working with NHS Forth Valley Director of Finance and Clackmannanshire Council's Chief Finance Officer to develop a virtual finance structure which will support the operational requirements of the HSCP.

2.6.7 Stirling Council has agreed a contribution towards the review of the adult social work service and best value review of care at home.

2.6.8 A Strategy Manager had also been provided for a period of 3 months from October 2019 to provide interim strategic support to the Chief Officer HSCP.

2.6.9 Existing corporate support will continue, for example:-

- HR and commissioning support to the HSCP.

Clackmannanshire Council

2.6.10 There is a shared strategic intent across the HSCP and People portfolio within Clackmannanshire Council to enable smoother transitions across child care and adult care, and a broad need to review best value as we reshape services to improve quality and promote sustainability. Discussions are ongoing to resource and build capacity across transformation projects to meet these

objectives. In order to support and progress the initial phase of transformation, a project lead will be identified from the people portfolio before the end of 2019 with anticipated shared alignment across HSCP.

2.6.11 The Chief Finance Officer is working with NHS Forth Valley Director of Finance and Stirling Council's Chief Finance Officer to develop a virtual finance structure to support the operational requirements of the HSCP. At present support is being provided by 0.5FTE Accountant and 1.5FTE Accountancy Assistant.

2.6.12 Clackmannanshire Council has agreed a contribution towards the review of the adult social work service and best value review of care at home.

2.6.13 Existing corporate support will continue, for example:

- Clackmannanshire Council provide the lead HR contact for job evaluation; learning and development, workforce planning, health and safety;
- Clackmannanshire Council also provides the Standards Officer and clerking support at the IJB.

3 Conclusions

3.1 The IJB is requested to authorise from reserves a recurring £100k spend-to-save Transformation Fund to enable these key areas of work to be taken forward. Future requests will be supported by structured Business Cases. Each of these projects will have to be assessed in their own merit to determine the required investment and resource. This should include new resource and any deployment of current staff within the structure.

4 Appendices

None

Fit with Strategic Priorities:	
Care Closer to Home	<input checked="" type="checkbox"/>
Primary Care Transformation	<input checked="" type="checkbox"/>
Caring, Connected Communities	<input checked="" type="checkbox"/>
Mental Health	<input checked="" type="checkbox"/>
Supporting people living with Dementia	<input checked="" type="checkbox"/>
Alcohol and Drugs	<input checked="" type="checkbox"/>
Enabling Activities	
Technology Enabled Care	<input checked="" type="checkbox"/>
Workforce Planning and Development	<input checked="" type="checkbox"/>
Housing and Adaptations	<input checked="" type="checkbox"/>

Infrastructure	<input checked="" type="checkbox"/>
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Implications	
Finance:	Resource contributions from each Constituent Body are set out in the body of the paper. The £100k spend-to-save Transformation Fund will initially be funded from reserves. Sustainability of this funding will be achieved through delivery of a medium-term financial plan.
Other Resources:	As set out above.
Legal:	Resources required to enable implementation of Public Bodies (Joint Working) (Scotland) Act 2014 and statutory functions.
Risk & mitigation:	Lack of management capacity is a risk to the implementation of the Public Bodies (Joint Working) (Scotland) Act 2014. This paper sets out a series of actions which will seek to mitigate that risk. A review of the outcomes will be carried out in due course.
Equality and Human Rights:	The content of this report <u>does/does not</u> require a EQIA
Data Protection:	The content of this report <u>does/does not</u> require a DPIA

