





Appendix 3

Health and Social Care Partnership: Programme Board Work Plan 2016 - 17

The tables below detail Scottish Government requirements and commitments in relation to Health and Social Care Integration as set out in the Public Bodies (Joint Working) (Scotland) Act 2014 Act; the Partnership Integration Scheme and Strategic Plan. The workstreams below are responsible for ensuring appropriate action to deliver by the required deadline, all of which is overseen by the Programme Board with bi-monthly reporting to the IJBs:

1. Strategic Plan and Localities
2. Finance
3. Governance (including Information Governance)
4. Risk Management
5. Clinical and Care Governance
6. Data Sharing
7. Workforce and Organisational Development
8. Performance Management
9. Communication
10. Participation and Engagement

| Requirement / commitment source: | Key |
|---|-----|
| Act & supporting Regulations | Act |
| Integration Schemes | IS |
| Scottish Government guidance | SG |
| Established governance arrangements for parent bodies | Gov |
| Local agreement | Oth |

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|------|---|----------|---|-----------|---|---------------|---|--------------------|
| Key: |  | Complete |  | On target |  | Risk of delay |  | Significant Issues |
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| 1. Strategic Plan and Localities | | | | | | |
|----------------------------------|---|------|----------------|-------------|-----|--|
| Legal requirement /commitment | | Type | Legal deadline | Target date | RAG | Update to IJB 5.8.16 |
| 1.1 | Develop Local Delivery Plans to ensure implementation of the Strategic Plan (Falkirk) | Oth | | 30/08/16 | 🟢 | Update provided in Strategic Plan report |
| 1.2 | Establish Locality Planning Management Groups | | | 31/03/17 | n/a | |
| 1.3 | Develop Locality Profiles | Oth | | 31/07/16 | 🔵 | Draft profiles completed and provided in Strategic Plan report |
| 1.4 | Annual review of Strategic Plan | Oth | | 31/03/17 | n/a | |
| 1.5 | Review of Strategic Plan every 3 years from integration start date – section 37 | Act | 01/04/19 | 01/04/19 | n/a | |
| 1.6 | Strategic Planning Group <ul style="list-style-type: none"> Agree a process to recruit new members after they have served their term | Oth | | 31/03/17 | n/a | Draft Term of Reference being considered by the SPG |

| 2. Finance | | | | | | |
|-------------------------------|---|------|----------------|-------------|-----|--|
| Legal requirement /commitment | | Type | Legal deadline | Target date | RAG | Update to IJB 5.8.16 |
| 2.1 | IJB sign off financial governance arrangements as per the national guidance | IS | 31/03/16 | | 🟡 | Information drafted – to tie in with work being undertaken by Governance workstream |
| 2.2 | IJB report on due diligence on delegated baseline budgets moving into 2016/17 | IS | 31/03/16 | 30/09/16 | 🔵 | |
| 2.3 | Draft proposal for the 2017/18 Integrated Budget | IS | | TBC | 🟢 | Chief Officers/Chief Finance Officer and Health/Council Dof F/CFO to discuss regarding processes and |



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| | | | | | | timeframes. |
| 2.4 | Financial statement published annually – section 39(2) | Act | 31/03/16 | | ✓ | |
| 2.5 | Compliance with Audit and completion and approval of accounts <ul style="list-style-type: none"> - Draft accounts – June 2016 - Published accounts – September 2016 | Act | 30/06/16 30/09/16 | | ✍ ✓ | Update provided in IJB Annual Accounts report |
| 2.6 | Establish Audit Sub-Committee <ul style="list-style-type: none"> – Falkirk Partnership – Clackmannanshire & Stirling Partnership | | 31/07/16 | | ✓ | Update provided in IJB Annual Accounts report |

3. Governance (including Information Governance)

| Legal requirement /commitment | | Type | Legal deadline | Target date | RAG | Update to IJB 5.8.16 |
|-------------------------------|--|------|----------------|-------------|-----|--|
| 3.1 | Review, or if changes required, eg with establishment of any committee structure | | Rolling | Ongoing | N/A | |
| 3.2 | Parties to agree the provision of support services for the IJB (IS paragraph 4.2 – 4.4) <ul style="list-style-type: none"> - on incorporation - integration function are carried out | IS | 31/03/16 | 07/10/16 | ✓ | Update provided in IJB Support Services report |
| 3.3 | Establish limits of Chief Officers' operational management responsibility for services included in Integration Functions (reference IS paragraph 6.5) | IS | 1/04/16 | | ⚠ | |
| 3.4 | IJB to <ul style="list-style-type: none"> • adopt the Code of Conduct • submit the Code of Conduct to the Scottish Government • appoint a Standards Officer | SG | 21/06/16 | | ✍ | |
| 3.5 | Review Complaints policy and procedures in place for IJB complaints (details for Council / Health Board complaints in IS section 11) in line with new SPSO responsibilities going live in April 2017 | IS | | 31/09/17 | ✓ | |
| 3.6 | Review FOI policy and procedures in place and Publications Scheme in place in line with FOISA | | | 31/12/16 | ✓ | |




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| 3.7 | Creation of Records Management Policy, retention schedules etc and when invited submission to the Keeper of the Plan in line with PRSA – IJB approved – Obligations arise at the point of approval of the plan | SG | 31/03/18 | | n/a | |
| 3.8 | SASPI <ul style="list-style-type: none"> IJBs to sign FV SASPI Review of FV SASPI to be carried out and signatures obtained | IS | | 29/08/16 29/08/16 |   | JDPO's reviewing local FV SASPI whilst awaiting guidance from national review. |
| 3.9 | Registration of IJB with the ICO as a data controller | Oth | ASAP | 30/05/16 |  | Falkirk notified and on ICO register. |
| 3.10 | Map overarching governance and linkage eg ADPs, Community Planning Partnership Leadership Group's | Oth | | 30/09/16 |  | |
| 3.11 | Local authority and the Health Board review IS every 5 years after approval of scheme – section 44 | Act | 03/10/20 | 03/10/20 | n/a | |

4. Risk Management






| Legal requirement /commitment | | Type | Legal deadline | Target date | RAG | Update to IJB 5.8.16 |
|-------------------------------|---|------|----------------|-------------|---|----------------------|
| 4.1 | Develop the Strategic Risk Management (SRM) Reporting Framework with consideration to relevant structures and governance arrangements for approval by the IJB | IS | | June 2016 |  | |
| 4.2 | Develop a Strategic Risk Register (SRR) for consideration by the IJB in June 2016 for discussion and approval | IS | | June 2016 |  | |

5. Clinical and Care Governance

| Legal requirement /commitment | | Type | Legal deadline | Target date | RAG | Update to IJB 5.8.16 |
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| 5.1 | Establish CCG Group <ul style="list-style-type: none"> • Terms of Reference • Membership | IS | | 30/06/16 |  | |
| 5.2 | Review CCG framework to establish appropriate links to the parties current CCG arrangements | IS | | 30/06/16 |  | |
| 5.3 | Establish performance, quality assurance arrangements | IS | | 30/06/16 |  | |












6. Data Sharing









| Legal requirement /commitment | | Type | Legal deadline | Target date | RAG | Update to IJB 5.8.16 |
|-------------------------------|---|------|----------------|-------------|---|--|
| 6.1 | Information Sharing Agreements to be in place | IS | n/a | June 16 |  | List of ISPs drafted. New ISP being developed for SSA sharing and other datasets |
| 6.2 | Information Sharing Protocol put into place to allow performance information and other data to be shared with IJB by local authority and Health Board (where appropriate) | IS | 31/03/16 | 31/03/16 |  | ISP/Data sharing agreement (DSA) signed for FIJB to 31/3/16 |
| 6.3 | Produce Data Sharing Portal Proof of Concept – Options Paper | Oth | n/a | 10/05/16 |  | Options paper produced and being considered by Programme Board |
| 6.4 | Initial ICT issues – scoped and delivered | Oth | n/a | 30/08/16 |  | Networks in Falkirk being scoped. Authentication system (Cisco ICE) seeking cost proposals. |
| 6.5 | Support use of the SOURCE (previously HSCDIIP) dashboards | Oth | n/a | 31/10/16 |  | Analysts working on data extraction. Governance of dashboard usage in progress. ISP discussions ongoing with NSS re content of revised ISP |

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| | | | | | | and third party data sharing. |
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7. Workforce and Organisational Development

| Legal requirement /commitment | | | Legal deadline | Target date | RAG | Update to IJB 5.8.16 |
|-------------------------------|---|-------|----------------|----------------|------------|--|
| 7.1 | Implement <ul style="list-style-type: none"> Integrated Workforce Plan Organisational Development strategy | IS | | Ongoing | ✓ | Recruitment to OD Advisor post to support this work is ongoing |
| 7.2 | Ongoing programme of meetings with Joint Staff Forum | IS | | Ongoing | ✓ | |
| 7.3 | Analysis of Workforce data to ensure contemporary position | Oth | | June 2016 | ⚠ | |
| 7.4 | Workforce Training and Development <ul style="list-style-type: none"> The Strategic Plan describes an ambition to change the future provision of care and support, describing a shift from predominantly crisis intervention to a model focusing on prevention, well being, and reablement recovery and rehabilitation. To realise this ambition we will need to move the workforce of today which has been embedded in a culture of time and task to this new culture, of values and attitude that supports independence, self directed support, self management and prevents or delays people from becoming dependent. <i>Complete the Workforce Training and Development Framework</i>, setting out the way in which joint priorities for staff development are identified and agreed (supporting delivery of the Strategic Plan). Training and Development priorities for the Partnership are agreed and supported in the context of the Joint | Other | | September 2016 | ⚠ ⚠ | There is some delay on this due to OD Advisor post vacancy |

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| | <p>Management Group and the Integration Joint Board.</p> <ul style="list-style-type: none"> Identify and agree programmes for skills and behavioural competency development are agreed to support the desired culture of collaborative working and detailed training and development plans. Commence (and continue) joint delivery of agree priority training and development programmes. | | | |    | |
| 7.5 | <p>Leadership and Management Development</p> <ul style="list-style-type: none"> Commence a series of interventions which will ensure all leaders and managers are skilled in approaches to managing change processes, demonstrating the skills required for collaborative working and developing the culture of partnership. Continue the leadership development process for the Integration Joint Board as a group and for individual members. Agree processes and Programmes for the Senior Leadership group and development for individuals. Deliver a range of 'Masterclasses' for senior leaders, Board members and Middle Managers, bringing external knowledge, experience and innovation to the Partnership. Establish clear accountabilities and responsibilities for leaders and managers, testing these through scenario planning situations. Establish and engage leaders in joint development and networking opportunities at an early stage), focusing on localities and their development. | Other | | |       | <p>Playing to Your Strengths Programme delivered in November 2015.</p> <p>IJB Development continues as planned.</p> <p>Taken forward by the Chief Officer and Senior Officers.</p> |
| 7.6 | <p>Workforce Engagement and Support</p> <ul style="list-style-type: none"> Share current practice in change management and agree a Partnership standard process for change programmes, to include a focus on culture. Agree shared Partnership Values and behaviours which will support a culture of collaboration and Person- | Other | | |   | <p>Phase 1 Staff Engagement process taken forward in 2015</p> <p>There is some delay on</p> |

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| | <p>Centeredness.</p> <ul style="list-style-type: none"> • Ensure respective organisational support staff are fully briefed, engaged and aligned to supporting the Partnership Workforce Plan. • Ensure full and proactive staff engagement and involvement through the establishment of consultation meetings and Joint Forums; ensuring Staff Side/Trade Unions are engaged, with mechanisms for full engagement with the Partnership leadership group and staff. • Take forward a range of 'engagement events with groups of staff to develop a shared understanding of what this will mean for service users and a personal commitment to the partnership/integration culture and the shape of the workforce. • Managers and leaders establish and embed staff engagement systems and process as the norm in their working practices to ensure that staff are able to engage with managers on any issues. • Maintain a range of communication and feedback channels with staff, providing clear, consistent information through a range of different media. | | | |      | <p>phase 2 Staff Engagement due to OD Advisor post vacancy.</p> <p>Joint staff Forum established and meeting regularly.</p> <p>There is some delay on phase 2 Staff Engagement due to OD Advisor post vacancy</p> |
| 7.8 | <p>Organisational Design and Processes</p> <ul style="list-style-type: none"> • Review local governance groups and management teams to enable levels of permission to act, where managers are confident and skilled to work collaboratively in delivering the partnership outcomes. • Agree groups and structures to support effective delivery of services, based on the principles of effective Organisational Design. • Establish clear and unambiguous governance structures, leadership structures and workforce structures which empower managers and staff in their roles and support the collaborative desired culture. • Perform a structural gap analysis using Organisational | | | December 2016 |    | <p>Taken forward by the Chief Officer and Senior Officers.</p> |

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| | Development tools to support effective structures and effective use of resources. | | | | | |
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8. Performance Management

| Legal requirement /commitment | | Type | Legal deadline | Target date | RAG | Update to IJB 5.8.16 |
|-------------------------------|--|------|----------------|-------------|-----|----------------------|
| 8.1 | Prepare performance target lists for: <ul style="list-style-type: none"> Integration functions non-integration functions | IS | 31/03/16 | 31/10/16 | ✓ | |
| 8.2 | Publish the Annual Performance report for 2016-17 | Act | | 31/07/17 | n/a | |
| 8.3 | Create implementation plan for roll out of covalent shared 'performance portal' – review interim resource requirements to do so | Oth | | 30/09/16 | ✓ | |
| 8.4 | Finalise relevant and priority indicators for Year 1 based on national outcomes and needs of Strategic Plan. Focus will be to refine sample scorecards in line with strategic plan priorities. | Oth | | 30/11/16 | ✓ | |

9. Communication

| Legal requirement /commitment | | Type | Legal deadline | Target date | RAG | Update to IJB 5.8.16 |
|-------------------------------|---|------|----------------|-------------|-----|----------------------------------|
| 9.1 | Develop and implement Comms Action Plan | Oth | | 30/06/16 | ✗ | Approved by IJB 3.6.16 |
| 9.2 | Develop a visual identity for the IJB <ul style="list-style-type: none"> Falkirk Partnership | Oth | | 02/12/16 | ✓ | Approved by IJB 3.6.16 (Falkirk) |

10. Participation and Engagement

| Legal requirement /commitment | | Type | Legal deadline | Target date | RAG | Update to IJB 5.8.16 |
|-------------------------------|--|------|----------------|-------------|---|----------------------|
| 10.1 | Implement Participation and Engagement strategy action plan (supported by the Council and Health Board) | IS | 31/03/16 | |  | |
| 10.2 | Review the current mechanisms to support participation and engagement with a report presented to a future meeting of the Board | IS | | 07/10/16 |  | |