



Scottish Borders
Health and Social Care
PARTNERSHIP

Scottish Borders Health & Social Care Integration Joint Board

CORPORATE SERVICES PLAN- UPDATE

Version Control	1	Review Date	00/00/0000
Date	26/5/16		

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1. Introduction to Corporate Services Plan

- 1.1 The legislation embedded in the Scheme of Integration requires that Scottish Borders Council and Borders Health Board agree the corporate support services required to fully discharge Integration Joint Board (IJB) duties under the Act.
- 1.2 Section 4.7 of the Scheme of Integration lays out the requirement for the development of the Corporate Services Plan. In this section it specifies the minimum services to be covered as follows:

“These support services will include, but not be limited to:-

- Finance (including capital planning)
- HR
- ICT
- Administrative Support
- Committee Services
- Internal Audit
- Performance Management
- Risk
- Insurance.”

- 1.3 As we move through year one, and in line with our approach to the Commissioning and Implementation plan, the partner organisations are working together to ensure that we deliver a joined up and informed approach to providing the support services, to ensure continuity within existing business structures. However, we are also planning to review the requirements for these corporate services so that we can agree, where appropriate, the ways in which these will develop and evolve in subsequent years.

2. Scope of Corporate Services

- 2.1 As well as the services required to be included by the legislation, our Corporate Services Plan will also include communications support to the Partnership. In addition, we will include the role of Planning and Performance services under the Performance Management category.
- 2.2 Through the various programme workstreams to date, each of the service leads for these areas have been involved in, and contributed to the development of the programme and project outputs and they are aware of the need to establish our longer term approach to corporate services.
- 2.3 It should be noted that those staff working within the corporate services will continue to work for, and be employed by, NHS Borders or Scottish Borders Council (i.e. not a new organisation). The approach that we are taking demonstrates our intent on working together to achieve the IJB strategic plan outcomes and supporting the new entity to facilitate joined up delivery.

3. Approach to Development of Corporate Services Plan

- 3.1 We plan to work through each service to identify any changes and/or efficiencies that can be achieved to improve joint working and to meet the needs of the

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Partnership, whilst retaining the level of service necessary to meet the demands of the individual organisations.

- 3.2 It will be essential to the success of the Partnership that we ensure that we have a clear view of how the various functions will support the integrated services.
- 3.3 We will be carrying out a number of focused workshops to determine the requirements that the Partnership has from each service. The first of these is scheduled to take place on 16th June and this will focus on Planning and Performance (P&P).
- 3.4 The workshop is aimed at providing information that will allow the P&P functions in both NHS Borders and Scottish Borders Council to get a sense of:
- What the joint information needs will look like as we move forward
 - What this means in terms of the individual teams and how they will need to work together
 - What changes we need to make to ensure that the teams continue to deliver the service demands coming from their own organisation as well as those coming from the Partnership.
 - How we manage the delivery of routine information v project based information requirements.
- 3.5 Throughout the development of the plan, we will engage with appropriate stakeholders to ensure that we can effect a smooth transition to any changed arrangements and to protect the current level of services that are being delivered within each organisation. Staff are a key stakeholder group within this. As a result, we will be working with the management team to ensure that staff communications and engagement activities take place regularly, and are planned and managed effectively, through managers, as well as existing channels.
- 3.6 The aim is to minimise additional work for the existing services. Therefore, in reviewing and agreeing business requirements for the Partnership, we will be seeking to maximise the use of existing processes, data collection, management information production etc.

4. Specific Services

4.1 We will adopt this approach for the following services:

- Finance (including capital planning and insurance)
- HR
- ICT
- Administrative support
- Committee Services
- Planning & Performance
- Communications
- Internal Audit
- Risk

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- 4.2 It should be noted that work is already underway in each of these areas, through the individual workstreams, to identify ways in which we will deliver the longer term Partnership requirements, whilst continuing to deliver to meet our year one objectives. This will feed into the workshops and subsequent planning, enabling us to move quickly to the development and delivery of the longer term plan. For example, within HR there has already been an analysis of current best practice processes within each organisation; this will help to inform the plan once we have a clear view of the overall longer term Partnership requirements. Similarly, under the ICT workstream, work is already underway to understand potential improvements in our approach to delivering IT support services for Partnership staff teams sharing premises and networks.
- 4.3 In the development of the Corporate Services provision, we will take account of the appropriate committee structure. For example, the role and cycle of reporting of the IJB's Audit Committee will need to be aligned to ensure that its focus and business plan is in line with the key objectives of the Partnership.
- 4.4 We will also give consideration to potential VAT impacts arising from the support services arrangements that are put in place, and what the financial flows, if any, associated with the arrangements are.

5. Conclusion

- 5.1 The Health & Social Care Integration Joint Board is asked to **note** the report and confirm that we should proceed with our approach to developing the longer term Corporate Services plan.

6. Next Steps

- 6.1 Following the first workshop in June, we will develop a detailed schedule of activities which will result in a final version of the Corporate Services Plan. We will adapt our approach where necessary, to ensure that the specific nature of each service is reflected, whilst maintaining consistency in our delivery standards and expectations.
- 6.2 We will provide regular updates to the IJB on this schedule and our progress to completion of the longer term Corporate Services Plan.

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