

## H&SC Partnership Governance Structure

### Summary of Role and Function of Each Group

#### **Integration Joint Board (IJB)**

The IJB is the formal board meeting of the Scottish Borders Health & Social Care Partnership which was established on 6th February 2016 and consists of Local Authority Elected Members, Health Board Non-Executive Directors and representatives of the Third and Independent Sectors. Its establishment followed ministerial approval which makes the IJB a legal entity in its own right under the Joint Working Public Bodies (Scotland) Act 2014.

The Integration Joint Board members work together in order to plan, commission and oversee the delivery of integrated health and social care services meeting the needs of the people of the Scottish Borders whilst planning for the demands of the future.

The role of the IJB is to:-

- Strategically plan and commission health and social care services to ensure national and local outcomes are met. To enable this, the IJB convenes a Strategic Planning Group to assist in the preparation, approval and delivery of its Strategic Plan;
- Oversee the delivery of the integrated services for which it has responsibility by reviewing finance and performance against targets to ensure that delivery is in line with planned outcomes;
- Establish arrangements for locality planning in support of key outcomes for the 5 agreed localities in the context of the Strategic Plan;
- Ensure resources are sufficient and appropriately allocated to deliver the IJB's Strategic Plan within the medium-term revenue budget detailed in its annual Financial Statement;
- Publish and share with partners an annual Performance (delivery of the Strategic Plan) Report and Annual (Financial) Accounts in line with statutory guidance, codes of practice and timescales;
- Seek assurance on the robustness of clinical and care governance frameworks from NHS Borders and Scottish Borders Council respectively and ensure that clear accountability is preserved;
- Establish a plan for communication, participation and engagement to ensure that the users of health and social care services, staff, carers and all other stakeholders are involved in or aware of the development and delivery of effective models of health and social care;
- Establish arrangements for handling complaints to and requests for information from the Health and Social Care Partnership;
- Appoint its Chief Officer and Chief Financial Officer.

#### **Integration Joint Board (IJB) Leadership Team**

The IJB Leadership Team is a weekly meeting of key senior operational, strategic and financial leaders who represent the HSCP. The meeting is chaired by the Chief Officer for Integration and the group has a critical role in overseeing and ensuring the delivery of integration of health and social care in the Scottish Borders in line with the strategic intentions and priorities outlined in the Strategic Plan and on behalf of the IJB.

The role of the IJB Leadership Team is to:-

- take an overview and support the delivery of outcomes as outlined in the Strategic Plan;
- support the integrated delivery arrangements for Health and Social Care;
- contribute to the agenda for the H&SC IJB;
- support the implementation of a change programme designed to improve outcomes and manage within available resources;
- focus on achieving financial balance.

### **Executive Management Team (EMT)**

The EMT is a meeting of key Leaders and decision makers across SBC and NHS Borders with the intent to improve outcomes through the integration of health and social care and support the delivery of the Strategic Plan.

The role of the EMT is to:-

- take an overview and support the delivery of outcomes as outlined in the strategic plan
- support the integrated delivery arrangements for Health and Social Care
- co-ordinate the agenda for the H&SC IJB
- support the implementation of a change programme designed to improve outcomes and manage within available resources
- focus on achieving financial balance
- act as the programme board for transformational redesign

### **Strategic Planning Group (SPG)**

The Strategic Planning Group acts as an advisory committee to the Integration Joint Board (IJB). The role of the SPG is to identify and raise issues that may impact on the delivery of the local objectives set out in the Strategic Plan and against the agreed national outcomes. The group provides a forum for initial consultation and community engagement.

Members will be expected to:

- Act in an advisory capacity to the IJB;
- Represent their sector or professional area;
- Comment on and contribute to Partnership change programmes;
- Ensure the interests of the five localities are represented;
- Contribute to any formal updates of the Strategic Plan.

### **Joint Staff Forum (JSF)**

The Forum will:

- Take a proactive approach in embedding integrated working at all levels of the organisation to assist the process of devolved decision making;
- Monitor the application of all Workplace Policies related to agreed integration programme and subsequent ongoing development;
- Consider and comment on other policies;
- Support the work of the Workforce Development Project Group as required;
- Ensure the best Workforce practice is shared across the Health & Social Care Partnership;
- Contribute to the development of Strategies and Action Plans to inform the integration programme of care and subsequent ongoing development;
- Assist in assessing the impact of strategic decisions upon staff by monitoring and evaluating outcomes through staff surveys and other staff engagement exercises
- Contribute to responses on consultation from the Scottish Government, its sub groups and supporting infrastructure;
- Ensure that any Workforce strategies are underpinned by appropriate Staff Governance, financial planning, implementation planning and evidence;
- Ensure adequate and necessary Facilities arrangements are in place.
- Ensure that the views of all recognised trade unions with an interest in improving the health and social wellbeing and health and social care services, local communities and wider staff are appropriately heard and considered.
- Ensure that there is an effective risk management arrangement in operation focusing on staff issues that identifies clinical, legislative, financial and other risks, and is focused on the safety of patients, clients and users and staff;
- Ensure that members of the Health & Social Care Joint Staff Forum have knowledge and understanding of national health policies and local health and social care issues, and the ability to contribute to strategic leadership and to develop effective working relationships;
- Secure assurance that all staff, are effectively trained, properly supported and performance is formally reviewed on an annual basis.

### **Public Partnership Forum (PPF)**

The PPF will build upon existing methods of public involvement to establish and maintain an effective partnership with the IJB and to ensure that the community is represented in the decision-making process of the IJB. The PPF will:

- help promote positive change in the health of the local community and in the service provided by the Scottish Borders Health & Social Care Partnership, commissioned and governed by the IJB;
- where possible, represent the views of the communities in Scottish Borders paying particular attention to those who could be socially excluded or face discrimination when accessing services;
- provide a way for the IJB to inform local people about the range and location of services it provides throughout Borders;
- support the involvement of local people, service users and carers in discussions about how to improve services provided by the IJB;
- assist the IJB to promote equal access to services by respecting equality, diversity and transparency in all aspects of its work;
- assist the IJB to engage with local communities either directly or through existing groups/organisations;
- offer insights from local communities regarding the planning and delivery of services. Raise issues, concerns and other comments from local communities in relation to services provided by the IJB;
- support the IJB to meet the National Standards for Community Engagement as adopted by Scottish Borders Council, NHS Borders and other partners;
- act responsibly, in an appropriate manner without bias or discrimination.

### **Locality Groups (LG)**

The five LGs comprise of key representatives with responsibility for:

- Working together with, and reporting directly to the Strategic Planning Group (SPG)
- Providing a locally based focus for the development of Locality Plans (Bottom up approach, as referred to in the legislation/guidance from Scottish Government) to support improved health and social care outcomes for local people
- Monitor the progress of the Locality Plans
- Communicate progress and delivery to all community stakeholders within each respective Locality

### **Communications Group**

The aim of the Communications Group is to support the delivery of the revised Health and Social Care Partnership's Strategic Plan objectives through effective and consistent communication.

### **Information Governance**

Still to be developed.

### **Workforce Planning**

The overall aims of the strategic approach to engaging with and developing our workforce and our partnership are:

- To develop workforce plans which describe the current workforce profile, the roles, skills and competencies needed to deliver the strategic objectives and outcomes for the partnership in line with the 2016/2019 Strategic plan and the Local Government Delivery plan.
- To focus role development on the needs of service users
- To develop a multi-skilled flexible workforce, who are engaged and involved, and have the professional skills, the aptitude and drive to take a team approach to service delivery and improvement.
- To develop initiatives (internships, apprenticeships, sector based work academy) which will enable the recruitment and maintenance of the required workforce.
- To develop leadership capability and capacity at every level of the partnership
- To develop organisational structures and processes which enable the right balance of accountability and assurance, and encourage our workforce to deliver services which can change, evolve and innovate to meet the challenges ahead.

### **Integration Performance & Finance Group (IP&FG)**

The IP&FG is a meeting of key partnership, performance and information officers across the Scottish Borders Health and Social Care Partnership (HSCP) with the intent of providing performance information and analysis that can aid decision making within the HSCP and improve outcomes for people in the Scottish Borders.

The role of the IPG is to:-

- Develop a performance framework to support effective decision making throughout the HSCP;
- Provide the Leadership Group with robust, accurate and timely performance information across all the strategic objectives within the current and revised H&SC Strategic Plan;
- Provide advice and support to managers cross the HSCP with the ongoing development of effective performance measures to aid continuous improvement;
- After discussion, input and agreement at Leadership Group, co-ordinate and prepare quarterly and annual performance reports for Executive Management Team (EMT) and Integrated Joint Board (IJB);
- Ensure that IJB performance information is made available publicly.