

Introduction

The Public Bodies (Joint Working) (Scotland) Act received Royal Assent in 1 April 2014, with implementation envisaged from 1st April 2014 as the shadow year and full implementation by 1st April 2015. The Scottish Government intends that the Act will provide the framework which will support improvement of the quality and consistency of health and social care services through the integration of health and social care in Scotland. With the establishment of Health and Social Care Partnerships statutory partners will bring together adult health and social care services.

The ambition of the legislation is to improve the quality and consistency of services for patients, carers, people who use services and their families; to provide seamless, joined up quality health and social care services in order to care for people in their homes or a homely setting where it is safe to do so; and to ensure resources are used effectively and efficiently to deliver services that meet the increasing number of people with longer term and often complex needs, many of whom are older.

This Strategy sets out a Framework for the provision of OD support which will be adopted across the Partnerships. It covers the provision of support to all leaders (including the Shadow Integration Boards (SIBs) and Integration Joint Boards (IJBs) and to Chief Officers), managers and frontline employees and key partner organisations through targeted OD support and interventions with, in particular:-

- Shadow Integration Boards (SIBs) and then Integration Joint Boards (IJBs)
- Partnership Senior Management Teams (Service Directors and Heads of Service)
- Senior Managers and their management teams
- All managers
- All partnership employees
- Partners from Third Sector, Independent and community sectors

There will be close alignment between this Strategy and the Communications Plan which details the Partnership key messages and target audiences, ensuring that the right information is available to support and assist as required.

Monitoring and Reviewing

Progress will be reported regularly to each of the Partnership Integrated Joint Boards through the Workforce Development Group on a regular basis.

Organisational Development Action Plan 2015 - 2016

This OD Plan defines a series of interventions that will support the partnership through the early stages of integration. This is not an exhaustive plan and will grow as the partnership evolves.

Action	Projected outputs	Timescale	Action Owner
Undertake regular Development Sessions with the Shadow Integration Board (SIB) and the Integration Joint Board (IJB)	Establish effective Board leadership through appropriate membership and the implementation of effective Governance arrangements and leadership culture	20 th May 23 rd Sept 11 th Nov	
Develop shared vision and values for the Partnership	Build sense of purpose and identity for the success of the partnership and encourage collaborative working		
Undertake initial team development sessions for the Senior Management Team to build new team and develop relationships	Introduce new team and build relationships. Establish clear shared vision, values and purpose for the Partnership	May- June15	
Arrange Team Development sessions with each of the Senior Managers and their management teams and input from staff sessions in May	Senior Managers build sense of shared purpose and clear strategic direction for their teams	April – Oct 15	
Deliver integrated team development sessions to build sense of purpose and provide clear direction	Shared understanding of key messages	May 15 – March 16	
Engage with teams to cascade key messages, encourage two-way communication and support integration	Support transition to Partnership	From June 15	
Link with Partnership Forums linked to SPG and Communication and Engagement plan	Support engagement, consultation and development	From April 15	
Host Line Manager events to provide key messages throughout the Partnership.	Update on integration, improve engagement and consultation	From June 15	

Action	Projected outputs	Timescale	Action Owner
Continue to provide updates to Elected Members via Comms Depts	Update on integration	From April 15	
Hold series of information sharing events throughout the Partnership	Shared understanding of all service areas	From May 15	
Arrange regular shared learning sessions throughout the Partnerships	Builds understanding of all service areas	From Aug 15	
Begin to cascade Newsletters and Weekly 'email'	Cascading key updates	From April 15	
Develop a suite of tools of Managers to effectively manage and lead their Teams	Support for Managers	Aug/Sept 15	
Design and deliver "Delivering Change" Workshops for teams and their employees to support transition	Support transition to Partnership	From May 15	
Hold targeted integrated team development sessions where new integrated teams are formed	Build teams and support collaborative working. Identify and utilise strengths of individuals and challenge barriers	Ongoing	
Convene cross-sectoral development sessions with the 3 rd and independent sectors	Support partnership approach to delivery of Partnership outcomes	Ongoing	
Hold series of development events with aligned services within "Parent" organisations e.g. Community Planning Partnerships; A&E consultants; schools and early years services	Support cross sectoral working and service commissioning	Ongoing	
Arrange regular shared learning sessions with managers from services delegated to partnerships	Develop and build relationships. Regular review of what's working well/ needs further development	From Oct 15	
Arrange shared learning sessions between teams already working in an integrated way (LD contact Marion Patterson) and services delegated to the Partnership	Support transition into Partnership by building on what worked and learning from what could have been done differently to help new teams form and operate	From April 15	

Action	Projected outputs	Timescale	Action Owner
Hold regular planning sessions with Community Planning Partnerships, Education and Housing Support Services to develop shared and effective Locality Planning arrangements that meet the needs of parent organisations and the legislative requirements of the Partnership	Support locality planning arrangements across Council and Community Planning Partners	April – June 15	
Hold regular planning sessions with Community Planning Partners to develop shared and effective Locality Planning arrangements that meet the needs of parent organisations and the legislative requirements of the Partnership	Support locality planning arrangements across Council, Health and Community Planning Partners	April – Oct 15	
Hold regular planning sessions with Community Planning Partners to develop shared and effective reporting arrangements that meet the needs of legislative requirements of the Partnership in relation to national health and wellbeing outcomes	Support locality planning arrangements across Community Planning Partners	Oct 15 & ongoing	
Hold regular planning sessions with Public health to develop shared and effective Locality Planning arrangements that meet the needs of parent organisations and the legislative requirements of the Partnership	Support locality planning arrangements with Public Health services	April – Oct 15	