

**19HIGHLAND COUNCIL/NHS HIGHLAND
PLANNING FOR INTEGRATION PROGRAMME BOARD**

Minutes of the Meeting of the Highland Council/NHS Highland Planning for Integration Programme Board held in Committee Room 2, Council Headquarters, Glenurquhart Road, Inverness on Tuesday 19 April 2011 at 10.00 a.m.

Present:-

Mr Alistair Dodds (Co-Chair), Chief Executive, Highland Council (AD)
Ms Elaine Mead (Co-Chair), Chief Executive, NHS Highland (EM)
Dr Michael Foxley, Leader of the Administration, Highland Council (via Video Conferencing)
Mr Garry Coutts, Board Chairman, NHS Highland
Mr Bill Alexander, Director of Social Work, Highland Council (BA)
Mr Alan Geddes, Director of Finance (AG)
Mr K Yates, (KY)
Mr Hugh Fraser, Director of Education, Culture and Sport, Highland Council (HF)
Dr Margaret Somerville, Director of Public Health, NHS Highland (MS)
Mr Ken Matthews, Unison
Mr Richard Whyte, Unite the Union
Ms Margaret Macrae, Royal College of Nursing
Mr Rikki Selkirk, GMB
Ms Anne Macrae, Committee Administrator, Highland Council (AM)

Mr A Dodds in the Chair

Item	Subject/Decision	Action
1.	Apologies for Absence	No Action Necessary
	An apology for absence was intimated on behalf of Mrs J Baird, Mr M Iredale, Mr G Dickson and Ms R Derham.	
2.	Declarations of Interest	No Action Necessary
	Mr G Coutts declared a non-financial interest as the Convener of the Scottish Social Services Council but advised that his interest did not preclude his involvement.	
3.	Minutes of Previous Meeting	AD/EM
	There was circulated Minutes of Meeting of the Planning for Integration Programme Board held on 24 March 2011, the terms of which were APPROVED .	

Arising from the Minute the following matters were discussed;

- It was confirmed that the letter to be issued from the Highland Council Leader of the Administration to the Chairman of COSLA to reaffirm the approach being taken in Highland to integration had been drafted and that this would be passed to Dr M Foxley in early course.
- The Chairman confirmed that arrangements would be made for the staff issues log to be circulated to the Board. He also advised that he and the Chief Executive of NHS Highland would progress a joint form of wording in relation to strategic joint planning to ensure that a clear and consistent message was being communicated.
- The Director of Social Work provided the Board with an update on the recent briefings held at the ADSW conference. He advised that at this stage he did not feel there would be value in hosting a further event at the ASDW Conference. A further point was also raised expressing concern at the terminology being used at a national level where there had been a case when Scottish Government officials had referred to the Plan for Integration in the Highlands as a 'pilot'. In discussion it was stressed that this was not a pilot, and the Chief Executive gave an assurance that he would liaise with Mr G Dickson to get his views from a Government perspective on this matter.
- With reference to Item 8, 'National Overview' it was clarified that the additional funding received to assist with Planning for Integration was separate to and over and above the Change Fund allocation for the Highlands.

During further discussion concern was expressed in regard to the adequacy of the communications plan and there was a request that the Board be provided with a forward plan on what was being proposed to engage with a wider audience other than staff. The point was stressed that there was a need to communicate more widely with the public in the Highlands so that communities were aware of what planning for integration involved, and to get the message across that the process was about achieving benefits. It was suggested that that in addition to the newsletter the key messages should be communicated via ward forums and other community meetings, and through the media.

The Chairman advised that these concerns would be picked up later on in the agenda under Item 8 'Communications Plan: Progress Update'.

4. Planning for Integration: Joint Highland Council and NHS Highland Board: 12 May 2011

JB/AG

i. Draft Report to the Joint Highland Council and NHS Highland Board Meeting on 12 May 2011

There had been circulated Report No PFI/07/11 by the Transitions Director which outlined the draft report to be submitted to the Joint meeting of the Highland Council and NHS Highland Board on 12

May 2011. The Programme Board were asked to note progress in developing the report for the joint meeting in May, and to discuss and agree the detail in terms of the content, to allow a further draft to be developed for the next Programme Board.

The Director of Social Work reported on the work that had been ongoing since the last meeting of the Programme Board, advising that multi agency workshops had been held and were being arranged for the relevant staff. There had also been considerable discussion within management forums, and he advised that the dates for Ward Forum meetings had also been confirmed across the Highlands over next few months into August, with the purpose of engaging with community councils and members of the public. Briefings had also been held for the Chair of NHS Highland and the Leader of the Council, and they had also held discussions on the political dimensions associated with the Plan for Integration.

The Director of Social Work continued that the above range of activities were providing a level of detail which would be reported to the Council and NHS Highland, including information which had not yet been included in the draft report relating to local accountability, and the functions envisaged within the integrated adult services and integrated services for children, and in relation to the proposed governance model. In regard to local accountability there was a developing vision of local stakeholder forums, where elected members would engage with the Council and NHS managers locally, taking into account geographies which were familiar in the Highlands.

The Director of Social Work reported that taking all of the above into account the required level of detail would not be completed for the Joint Meeting of the Council and NHS Highlands on 12 May 2011 and he indicated that there was an opportunity to bring a second report to a further joint meeting on 23 June 2011, particularly in relation to the functions within children and adult services and the final detail on the proposed governance model.

During discussion the following issues were highlighted;

- It was suggested that the first bullet point set out in the draft recommendations be re-worded to reflect that the evidence presented supported the need for change, rather than support for the Lead Agency Model at this stage, the view being expressed that these were separate elements of the process.
- It was requested that the union representatives be provided with more detailed information on the proposed model for the functions within Adult and Children's Services, and on the governance arrangements at the earliest opportunity.
- It was important that performance measures and outcomes were agreed in May/June to establish a baseline and to define out what the Plan for Integration was seeking to achieve.
- It was suggested that the direct quote from Shona Robison, Public Health Minister be removed from the draft report on

the basis that it contained political references.

- In regard to the governance arrangements there was a need to engage at local level with elected members, patients and public through the creation of local forums. It was also important that there was reporting mechanism for the delivery of the plan at a Council and NHS Highland Board level with outcomes being defined and performance information being reported timeously and accurately. However there was also a need for further work to be done on whether a governance committee was required at an intermediate level to allow for an additional level of scrutiny.
- In terms of local engagement it was also crucial that front line staff were represented in any local forums in addition to the other stakeholders referred to above. It was also important to consider how to link in the local level with strategic Highland level.
- It was suggested that schools should also be engaged at a local level and further work should be progressed to look at the potential for shared services to be provided within community high schools.
- It was proposed that Appendix 1 should be amended to contain reference to section 52 of the Local Government (Scotland) Act 2003 given the detailed implications for staff, and to the NHS Reform (Scotland) Act 2004 given its provisions on staff governance.

Following further discussion the Programme Board **NOTED** the progress to date and **AGREED** that;

- i. The first bullet point contained in the draft recommendations set out in the report be re-worded to reflect that the evidence supported the need for change, rather than support for the Lead Agency model at this stage.
- ii. The Trade Unions be provided with more detailed information, at the earliest opportunity, regarding the transfer of functions envisaged within the Adult and Children's Services, and also on the proposed governance arrangements, so that their views could be sought on these issues.
- iii. Performance measures and outcomes be defined as a priority to allow a baseline to be developed by which to measure success and also to define what the Plan for Integration was designed to achieve.
- iv. The governance model at both a strategic and local level should continue to be developed, and consideration given as to how to link in the local level with strategic Highland level.
- v. Appendix 1 of the draft report be enhanced to contain references to section 52 of the Local Government (Scotland) Act 2003 given the detailed implications for staff, and the NHS Reform (Scotland) Act 2004 given its provisions on staff governance.
- vi. The direct quote from Shona Robison, Public Health Minister be removed from the draft report on the basis that it contained political references, and
- vii. The final report be delivered in two stages on 12 May and 23 June 2011 to the Council/NHS Highland to allow the required level of detail to be finalised and reported to both organisations.

ii. Decisions Report

There had been circulated Report No PFI/08/11 by the Transitions Director which outlined the decision to be made at the Joint Highland Council and NHS Highland Board meeting on 12 May 2011 and which set out the suggested actions to be requested of the Board and Elected Members in May as follows;

- To agree that the evidence presented in support for implementation of the lead Agency Models and the need for change will lead to improved outcomes
- To confirm that the lead agency model is the preferred model
- To agree the scope of the services to be integrated as outlined in the report
- To consider the proposed model of governance
- To be assured that at present there are no identified impediments to developing this model in terms of legal, financial or HR issues and that work on the details will be progressed
- To confirm that the outcome agreements and commissioning documentation will be the subject of further reports to the Board and the Council
- To continue to support the Programme of Implementation
- To acknowledge that there may be changes ahead that we are currently unaware of but may influence progress and implementation.

The Director of Social Work reported that the first bullet point would be amended to reflect the discussion at item 4i above, and he confirmed that in relation to the second bullet point no other models had been identified. He indicated that it was unlikely that the 3rd and 4th bullet points were be completed before the joint meeting on 12 May 2011. However an assurance was given that work on both those points would continue to be progressed.

The Programme Board **APPROVED** the decisions set out in the report, subject to the amendments outlined by the Director of Social Work.

iii. Finance report

There had been circulated Report No PFI/09/11 by the Transitions Director which outlined the implications raised by colleagues in Finance in regard to funding/governance and property issues. The Programme Board was asked to acknowledge the issues raised by Finance colleagues and accept that at this stage there was no identified impediment to integration.

The Director of Finance confirmed that he would arrange to meet with Mr M Iredale and the other relevant finance officials to have further discussions on the issues raised in the report.

Reference was made in discussion as to whether advice could be sought from North East Lincolnshire Council in regard to the issues referred to in the report regarding VAT. Regarding the transfer of capital assets it was suggested that the reference to an 'Arms Length Organisation' be removed on the basis that there was a need to be more explicit in the terminology used. The potential for European funding to be secured was also highlighted. Discussion also followed on the potential shared use of facilities as part of the redesign process and on issues regarding whether the capital receipts for the sale of any assets and where these would be accrued.

Following discussion the Board **AGREED** that (i) the reference in the report under Property Issues to an 'Arms Length Organisation' be removed, (ii) that the Director of Finance meet with the Mr M Iredale and other relevant finance officials to pick up on the main issues set out in the report, including the issue of capital funding, and the potential for attracting European funding and (iii) there was a need for both the Council and NHS Highland to explore the issue of asset management across the Highlands and to work together with their partners on this issue in the future.

iv. HR Report

There had been circulated amended Report No PFI/10/11 by the Transitions Director which outlined the implications raised by colleagues in HR, and sought the agreement of the Programme Board for the following;

- Identification of the functions within NHS Highland and The Highland Council which would transfer to a different Lead Agency on 1 April 2012
- Approval of the principle of transfer of staff associated with these functions to the Lead Agencies based on the Transfer of Undertakings and Protection of Employment Regulations (TUPE)
- Approval to explore with the Scottish Government the possibility of the transfer being achieved through a Staff Transfer Order
- Approval of the principle of transferred staff being able to remain in their existing pension scheme following transfer to the Lead Agency
- Approval for the Transitions Director to seek such legal, pensions and actuarial advice as will be necessary to achieve the above
- Deferral of final approval of the above pending a further report setting out the legal and financial implications

In conclusion the report recommended that the above represented the Human Resources Sub Group's preferred way forward, and invited the Programme Board to endorse this approach, in principle, and to support further investigation of TUPE and related pension arrangements as outlined above, including access to specialist legal, pensions and actuarial advice, as required. The report further recommended that the Programme

Board defers making a final decision on these matters until all legal and financial implications were clear.

It was also confirmed that the trade unions had indicated that they reserved the right to seek to harmonise pay and conditions post-transfer in both Lead Agencies, and that the unions believed that harmonised terms and conditions would assist in the creation of fully integrated working within both Lead Agencies.

The Director of Finance referred to the importance of actuarial advice being sought and advised that he would include this matter in his discussions with Mr M Iredale as agreed at Item 4iii above.

The Programme Board **AGREED** the recommendations set out in the report, as the way forward on this issue.

5. Risk Register

JB/EM

There had been circulated a copy of the revised Risk Register for consideration and approval.

Arising from this item and specifically the risk name and description 'Quality of current services compromised as a result of Integration Planning', it was reported at the Staff Partnership had agreed that the impact rating should be changed from 'moderate' to 'major' albeit the risk rating would stay as 'medium'.

In regard to the various consultation events, workshops and seminars referred to on Page 33 of the Register it was suggested that arrangements be made for the Board to receive feedback from these events, so that it was kept informed of the range of issues being raised.

It was proposed that a standard form be developed that could be completed by attendees at the end of a meeting, as a means of gathering and collating feedback.

Following on from this it was noted that the mitigating action set out in the risk register required to be reviewed in light of experience. Further points raised were that in addition to engaging the Royal Colleges both the Educational Institute for Scotland (EIS) and The College of Social Work (BASW) should be approached to give a professional view. The need to capture the views of GPs was also emphasised. It was noted that the Transitions Director had presented to GPs, and that the Chief Executive, NHS Highland reported that she would follow up on this matter.

Thereafter the Board **AGREED** that;

- i. the impact rating of Item 2 on the Risk Register relating to the quality of current services compromised as a result of integration planning be amended from 'moderate' to 'major' as agreed by the Staff Partnership
- ii. The Mitigating Action section of the Risk Register should be reviewed and updated on a regular basis

- iii. The Transitions Director and Alison Bell, Small Creek Communications, be asked to develop a standard form which can be used to record feedback from consultation event, workshops, seminars etc and arrangements be made to feedback the information captured to the Board.
- iv. The EIS and BASW be engaged for their professional views, and further work be undertaken to capture the views of GPs.

6. Partnership Forum Update

KM

Mr K Matthew gave a verbal update on the Partnership Forum and reported that the schedule of meetings had been altered so that a meeting would be held on 27 April 2011, to allow final discussions on the draft report to be presented to the Council and NHS Highland Board on 12 May 2011. In terms of the reporting cycle, he noted that the Human Resources report had been submitted to the Board before it had been considered by the Staff Partnership and that this was a practical issue that needed to be addressed.

In summary he advised that it was important that the decision to report to two meetings of the Council/NHS Highland in May and June 2011 was reflected at the Partnership.

The Programme Board **NOTED** the update on the Partnership Forum.

7. National Update

No Action
Necessary

The Board were advised that Mr G Dickson the Scottish Government representative was not able to be present at the meeting but had provided a written statement which advised that the main political parties had published their Election Manifesto's. Of these there were plans for Health and Social Care Integration in the Labour, Conservative and SNP Manifesto's. He advised that the SNP manifesto, in particular, mentioned the previous work that had been done on Integration and stated they will "deliver a single integrated system of Health and Social Care across Scotland". The Labour manifesto talks about CHCP's acting as democratic delivery models for a National Care Service. He observed that neither of these statements appeared to rule out the approach being taken in Highland.

Mr Dickson in his statement also advised that the first meeting of the Improvement Network for Reshaping Care for Older People met on 1 April. The discussion, involving about 250 people across Scotland, was geared to developing the Change Fund plan for 2011-12.

The Board **NOTED** the national update.

8. Communication Plan: Progress Update

JB

The Board was provided with a verbal update on the Communications Plan and a copy of the April 2011 Newsletter was circulated for information.

Discussion focused on the importance of the Communication Plan, the view being expressed that what had been presented so far was inadequate in terms of what was required to get the key messages out to staff and the wider community in regard to what was being proposed. It was therefore suggested that a detailed report on what is proposed in regard to communications be presented to the Programme Board as soon as possible.

The view was also expressed that there was a need to engage the services of a designer to improve the design of the newsletter so that it better captured the attention, and it was also proposed that a forward schedule of the meetings be prepared and publicised to encourage a good attendance at these meetings.

A point was also raised on the need to provide appropriate links on the front page of both the Council's and NHS Highland's websites, and to the information provided via the websites being kept up to date.

The Director of Social Work observed that while it was the responsibility of the Transitions Director and Small Creek Communication to ensure the appropriate communication structures were in place it was the responsibility of himself and other members of the Programme Board to ensure that they provided the relevant content to support these structures.

Following further discussion the Programme Board **AGREED**;

- i. A briefing be arranged for the Programme Board on the communications plan, providing key bullet points on the proposed forward plan
- ii. Work be undertaken to provide the relevant links via the front page of the both the Council's and NHS Highland's website, and
- iii. To emphasise the need for the Transitions Director and Alison Bell, of Small Creek Communications to be provided with the content required to deliver the communications plan.

9. **Timeline: Engagement Record**

AD

There was circulated a copy of the scheduled meetings and events engagement record for noting.

Arising from this item it was proposed that details of the Ward Forums meetings be circulated to the Programme Board, and publicised as widely as possible to encourage a good attendance. During discussion Members of the Programme Board were also encouraged to attend these Forums and the importance of both organisations being represented at these meetings was emphasised.

The Programme Board **AGREED** that arrangements be made for the Corporate Managers to circulate details of the arrangements for the Ward Forums and to ensure these were advertised as widely as possible.

10. Future Meeting Dates

**No Action
Necessary**

The Programme Board noted that there was a scheduled meeting of the Board due to be held on Monday 20 June 2011. In view of the proximity of this date to the proposed Joint Council/NHS Highland meeting to be held 23 June 2011, it was agreed that this meeting be rescheduled to Monday 13 June 2011.

The Programme Board therefore **AGREED** that future meeting dates be scheduled as follows:-

Tuesday 3 May 2011 at 10.00 am in Committee Room 2, Council Headquarters, Inverness

Monday 13 June 2011 at 2.30pm in Committee Room 1, Council Headquarters, Inverness

Tuesday 2 August 2011 at 10.30 am in Committee Room 2, Council Headquarters, Inverness

Tuesday 27 September 2011 at 2.00 pm in the Convener's Hospitality Room, Council Headquarters, Inverness

Monday 7 November 2011 at 3.00 pm in Committee Room 2, Council Headquarters, Inverness

Tuesday 20 December 2011 at 2.00 pm in Committee Room 2, Council Headquarters, Inverness

The meeting was concluded at 11.40 am.