

**PERTH HEALTH AND SOCIAL CARE INTEGRATION JOINT  
BOARD**

**23 MARCH 2016**

**REPORT ON CORPORATE SUPPORTING ARRANGEMENTS**

**REPORT BY ROBERT PACKHAM, CHIEF OFFICER**

**ABSTRACT**

This report provides an update on the development of the corporate support arrangements for the Integration Authority.

**1. RECOMMENDATION**

It is recommended that the Integration Joint Board:

- (i) note the progress on the development of the approach to support arrangements from NHS Tayside and Perth and Kinross Council.
- (ii) agree the additional requirements of the new Perth and Kinross Integrated Joint Board, and the support arrangements proposed as stated in Appendix 3;
- (iii) note the existing level of resources provided by the partners for the former CHP services and Community Care delegated services as stated in Appendix 2;
- (iv) agree the formation of a Corporate Services Forum to review process for corporate support services and agree future IJB developments and resources;

**2. BACKGROUND**

Section 5.2 and 5.3 of the Perth Integration Scheme identifies the responsibility of NHS Tayside and Perth & Kinross Council to provide the Integration Joint Board with corporate support services that will allow the IJB to carry out its functions and requirements. An agreement on such support is required as well as identification of the additional corporate services required to support the IJB.

The NHST and Council will deliver the services as directed by the Perth IJB. The staff delivering these services will continue to be employees of the two organisations. The IJB will have only a limited number of staff – seconded from

the Partners e.g. Chief Officer and the Chief Finance Officer - who would be considered “employees” of the Perth IJB.

NHS Tayside and the Council’s corporate support services, including those within Housing and Community Care, would continue to provide the services for the Partners, and arrangements for the additional support requirements of the IJB are being clarified (See Appendix 3).

Line management of these functions will remain within the existing organisations. Anything else will require consultation with the Trade Unions.

Although not exhaustive the Integration Scheme identified the following areas of support for which the terms and arrangements were to be agreed:

- Human resources
- Finance
- Business support
- Administrative support
- Performance management
- Strategic planning support
- Legal Services
- Communications
- Clinical, care and risk management
- Change and innovation
- Information governance
- Occupational health service
- Procurement
- Property
- Spiritual care
- Training and development
- Complaints

The process for ensuring the IJB has corporate support services from the partners to support its own functions and requirements will be based on a set of principles. These principles will reduce the need for high levels of bureaucracy and risk of VAT leakage. The principles are:

- collaboration and partnership working – both locally and pan Tayside;
- making best use of limited corporate support resources;
- maintaining corporate support standards;
- reducing bureaucracy;

- openness and transparency – including regular review of service priorities and performance

Any additional corporate support requirements above the existing levels would require to be agreed between the IJB and partners and the proposed funding agreed from the IJB budget including use of former “Partnership monies” e.g. Integrated Care Fund,

### **3. CURRENT POSITION**

NHS Tayside and Perth and Kinross Council will continue to provide corporate support for delegated services in the scope of Integration, and the provision of support be at a level and quality commensurate with pre-integration practices and arrangements.

However, there is no proposal at this stage to develop an integrated corporate support service for the IJB. The staff providing corporate support will continue to be employed and managed by Perth and Kinross Council and NHS Tayside.

Appendix 1 sets out the current position on support standards and arrangements. These details have been developed through the Corporate Services sub-group of the Tayside Health and Social Care Partnership Collaborative Group.

Local and Tayside wide collaborative discussions regarding the arrangements to develop agreements on support services are being concluded. Progress has been made in understanding the type of the support to be provided in most areas. The arrangements for finance support and clinical and care governance are particularly well developed and agreed. In a number of areas the detail in relation to the level of support available and the process required to access support has not been finalised in the pan Tayside discussions.

It should be noted that in areas such as information governance, complaints, occupational health service and human resources, confirmation that current arrangements will continue may be sufficient. Most other administrative support for operational services is already housed within delegated arrangements of the two partners (NHS Tayside and Perth and Kinross Council). The support arrangements for these areas of delegated services will continue to be provided by those two bodies corporate support functions as before.

#### **Former CHP Corporate Support**

The resources included within the delegated budgets from NHST for the former Perth CHP included the corporate support services

resource. This included staff who provided a range of local support for administration & clerical, Clinical Governance and risk, performance and project support and business support. The level of existing resources provided is provided in Appendix 2.

#### **Housing and Community Care – Corporate Support**

A detailed analysis of support services provided to Community Care has been undertaken to identify the resource for support provided by the HCC Finance and Support Service. This Service provides a range of support (Finance & Resources, IT, Business Improvement, Performance Management & Risk, Administration) for Housing, Criminal Justice, Community Care and corporate services e.g. Revenues & Benefits. The level of existing resources provided is provided in Appendix 2.

A detailed analysis of support and planning services provided to Community Care has been undertaken to identify the resource for support provided by the HCC Housing and Strategic Commissioning Service. This Service provides a range of support and planning & commissioning services (Strategic Planning, Commissioning, Contract Compliance, Communications, communication, consultation and complaints) for Housing, Criminal Justice, Community Care and corporate services e.g. Revenues & Benefits. The level of existing resources provided is provided in Appendix 2.

#### **4. ADDITIONAL CORPORATE SUPPORT REQUIRED TO SUPPORT THE IJB**

Although the two partners will continue to provide the delegated services as before as directed by the IJB, there will be a range of additional services required to support the IJB. The IJB will be a separate legal entity in its own right and will require to have an range of additional governance requirements as well as support for future development needs. The additional support has been categorised into two types, the first being the one off initial establishment arrangements, the second being the ongoing IJB requirements.

##### **Developmental – non recurring**

The creation of the new Perth IJB body has required a significant range of arrangements to be considered and put in place before the operational start date on April 2016. These requirements are defined in the Perth Integration Scheme are:

- establishment of Integration Joint Board and arrangements;
- establishment of governance arrangements for the IJB including Standing Orders, Financial Regulations;

- recruitment of the Chief Officer and Chief Finance Officer postholders;
- development of the first Strategic Plan for Perth & Kinross;
- development of the framework and the reporting cycle within 3 months of establishment;
- creation of a clinical and care governance and professional governance framework;
- establishment of the operational and professional forum to provide oversight, advice, guidance and assurance to the Chief Officer and the Board;
- delivery of the workforce and organisational development strategy within 3 months of establishment;
- establishment of a steering group to develop and maintain a participation and engagement strategy;
- establishment of a shared risk management strategy and the Board and Partners agree the risks to be placed on the shared risk register;
- development of required information sharing agreements;
- undertake a due diligence process for the IJB;
- establishment of financial arrangements for the IJB including the commissioning of the IJB Chief Internal Auditor.

## **Recurring**

The areas which are not “business as usual” to NHS Tayside and Perth & Kinross Council (as they deliver the delegated services on behalf of the IJB) are as follows:

- IJB Committee Services & governance
- IJB Organisational Development
- Strategic Planning
- IJB Finance – Performance, Statutory Accounts, Annual Finance Plan
- Internal Audit
- External Audit
- Claims handling and insurance (CNORIS)
- IJB Performance Management
- Clinical Governance
- Risk Management
- IJB Complaints, FOI, Records Management
- IJB Communications and Engagement

A full schedule of the corporate support services arrangements – including lead officers – is listed in Appendix 3

Areas such as information governance, complaints and freedom of information enquiries need an approach which blends current arrangements. These may be integrated in future as national guidance is developed and the IJB matures.

Further technical and professional support for areas such as property and IST will be required as the IJB develops and Strategic and Locality plans become more integrated and ambitious. e.g. a shared property strategy and delivery of an integrated IT strategy These will evolve during the next year and will need to be considered within the IJBs resources. Business plans will require to identify the outcomes and benefits of such proposals to enable the resourcing to be approved.

## **5. REVIEWING MECHANISM**

Section 5.2 of the Perth Integration Scheme identifies the responsibility of NHS Tayside and Perth & Kinross Council and the IJB to agree review mechanisms to ensure the range of support is adequate for the IJB needs, and a description of how the review mechanism will be integrated into the IJB annual budget setting process.

It is proposed that a quarterly meeting is held between the IJB and the partners to review the current support arrangements, performance and confirm background to any proposed changes to the level of service, capacity available and/or changing needs of the IJB.

These review meetings will enable the IJB and partners to identify the changes in corporate support arrangements and needs which will be reviewed as the IJB and Partners develop their budgets. During the second half of the financial year the IJB and Partners will include the impact of the Review Meeting as part of its Budget Setting.

## **6. PROPOSALS**

### **Current Corporate support provision**

The basic principle is that, where the NHS and Council provide corporate support to any services in the scope of Integration, they are to continue to provide this support at a level and quality commensurate with pre-integration practices and arrangements.

However, there is no proposal at this stage to develop an integrated corporate support service for the IJB. The staff providing corporate support will continue to be employed and managed by Perth and Kinross Council and NHS Tayside.

Appendix 1 setting out the current position on support standards and arrangements. These details have been developed through the Corporate Services sub-group of the Tayside Health and Social Care Partnership Collaborative Group.

In addition Appendix C provides a list of support staff resources within the Housing & Community Care and former Community Health Partnership. The appendix provides the list of staff and full time equivalent, however does not at this stage provide the detailed allocations for each member of staff.

There was not a willingness from the Tayside Collaborative to undertake a full Service Level Agreement with detailed allocations of staff time, as the effort and from such an exercise would have been considerable.

### **Additional Corporate Support Requirements**

Where the Partners are unable - after all reasonable efforts have been made from existing staff resources - to provide the additional resources as required by the IJB, the IJB will require to determine the level of risk and consider commissioning further support. The IJB may wish to review the current existing additional support arrangements funded from Partnership funding and consider the opportunity to continue arrangements in the meantime e.g. planning, OD, Engagement, communications and support.

Any developments planned by the IJB in the future will be considered in a Corporate Support forum to discuss how these would be resourced e.g. IST and co-location developments. Appendix 3 sets out the proposals for the additional support requirements

### **Reviewing Mechanism**

A corporate support forum will be formed to finalise the current support and consider the IJB future plans and the arrangements for the support, taking into account any future transformation of corporate support functions within the partner organisations. The IJB and the Partners will agree future planned developments and how these proposals are resourced and funded. These proposals will be considered as part of the IJB and partners relevant budget planning processes for future years.

## **7. FINANCIAL IMPLICATIONS**

It is proposed that the partners will continue to provide the existing level of services provided to the “operational” delegated services provided by the partners.

The recommendation from Scottish Government is that there should be no fee levied for these corporate support services to the IJB from partners as this would result in VAT leakage. The IJB will require to have Partners confirm their positions with regard to charging for corporate support services.

The additional costs required as a result of the requirements of maintaining the new Perth IJB body will be requested to be contained from within existing partners’ resources. If the Partners cannot reprioritise resources for these additional requirements the IJB will require to fund the cost of these additional requirements, and make payments to the Partners from either “Partnership Budgets” which have previously been used to fund enabler posts, or from any uncommitted new funding the IJB has negotiated. Posts previously funded included additional support for Planning, OD, Communications, Community Engagement and Project Support.

## **8. CONSULTATION**

The proposals within the report have been developed following consultation with NHS Tayside Health and Social Care Collaborative, NHS Tayside and Perth & Kinross Council.

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**Chief Officer**

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### **APPENDICES**

- 1 – Current list of Corporate Support Services and Standards**
- 2 – Current list of Support Service staff within Housing & Community Care and the NHS Former CHP**
- 3 – Additional Corporate Service Areas – Leads & support proposals**



Services & functions	Outline Description of Services	How Organised/Delivered?		Service standards	Functions required by IJB	Corporate Support Arrangements post April 2016	Persons responsible
		NHST	LA				
					<b>Additional support in bold</b>		

### Committee Support Formal Board / Committees

Committee Support Formal Board / Committees	Provision of support to ensure both governance advice and admin is provided for IJB and related formal governance committee and management structures	Board Secretary has responsibility for maintaining Standing Orders/Code of Corporate Governance and Corporate Policy Management; also Administration for Tayside NHS Board, Standing Committees, management groups and clinical advisory structure. Provides advice to CHP on corporate standards relating to committee governance.	Head of Democratic Services responsible for ensuring Committee Services provide support for the Council's decision-making processes;	In line with current parent operating procedures/standard s, regulatory requirements and future requirements of approved Integration Scheme. Information governance and data sharing to enable integrated support	Legal/governance and Admin service to integrated service teams to be able to function across IT and data sharing boundaries. Standing Orders/Code of Corporate Governance for IJB  <b>Admin support arrangements for the IJB and its formal sub committees to support the required governance of the decision making process</b>	Committee Support is delivered to the IJB through the office of the Head of Democratic Services. The initial point of contact is the Committee Services Team Leader.  Clerking and support for Strategic Planning group, Clinical and care governance group (R2) and audit and performance group to be provided by NHST Corporate Services Manager	Gillian Taylor – Head of Democratic Services PKC  Alison Wood – Head of Corporate Services and Business Support NHST
IJB Committee Support In-Service & Leadership Groups	Provision of support to ensure admin is provided for IJB and related formal governance committee and management structures	CHP admin supports CHP related committees/forums,	Service Directorate support provides HCC management with support to comply with arrangements.	New arrangements	<b>Admin support arrangements for the IJB and its formal sub committees to support the required governance of the decision making process</b>	Former CHP Business Support to provide corporate support to enable COG / IJB and Leadership Groups/Forums to operate.	Alison Wood – Head of Corporate Services and Business Support NHST

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		NHST	LA		Additional support in bold			

Finance								
Finance	Completion of Statutory Accounts					Production of statutory financial accounts, for the IJB will be delivered by CFO. Includes Annual Finance Statement.	Chief Finance Officer	Jane Smith – IJB CFO
Finance	General – Commissioned Accounting Services	Currently CHP Finance via CHP Finance team based in Maryfield (Dundee), Forfar and Perth supported by other Finance staff in Maryfield and Ninewells.	Financial Accounting, currently provided by Corporate Finance (Blackfriars Perth). Management Accounting and Budget reporting is provided to HCC by HCC Finance team based in Pullar House Perth	In line with current partner operating procedures/standard s, regulatory requirements and future requirements of approved Integration Scheme.		For all services commissioned by Partnerships and delivered by Partners, Partners will continue to provide a complete Finance support including Financial Accounting, Management Accounting, Budget Reporting. <b>Integrated IJB Finance reports/ budgeting to be developed and implemented by IJB CFO.</b>	Partners Finance Teams & Joint Management Accountant / CFO	J.Symon – Head of Finance PKC L.Bedford – Director of Finance NHST  Jane Smith – Chief Finance Officer IJB
	Internal Audit	TFT Internal Audit Services provide services to NHST.	PKC Internal Audit provide services to PKC.	Audit Stds.		Assurance framework and internal audit plan and reports	Appointment of Internal Auditors required. NHST Internal Auditors (FTF) have been agreed as lead role for 2015/16 only to provide consistency over the 3 Tayside IJBs. Discussion under way regarding future year provision.  Local Authority Internal Audit to provide appropriate and proportionate assistance during 2015/16, but future clarity required.	A.Gaskin – NHST FTF J.Clark – PKC Chief Internal Auditor
	Financial Ledger Hosting	General Ledger arrangements to host IJB transactions/accounts.	n/a	n/a		Arrangements to record IJB Transactions to be within PKC.	CFO/PKC Head of Finance to agree new arrangements.	John Symon, Head of Finance, PKC Jane Smith – Chief Finance Officer IJB

Services & functions	Outline Description of Services	How Organised/Delivered?		Service standards	Functions required by IJB		Corporate Support Arrangements post April 2016	Persons responsible
		NHST	LA		Additional support in bold			
Finance	Payroll, Accounts Payable, Accounts Receivable, Expenses, Charitable Funds, Fixed Assets.	Currently CHP Finance via CHP Finance team based in Maryfield (Dundee), Forfar and Perth supported by other Finance staff in Maryfield and Ninewells.	Currently HCC Finance staff in Pullar House, Perth.	In line with current parent operating procedures/standards, regulatory requirements and future requirements of approved Integration Scheme.	As required, for services not commissioned from Partners. Partners will support the IJB re Payroll, Accounts Payable, Accounts Receivable, Expenses, Charitable Funds, Fixed Assets.	Partners will continue to provide services for PKC/NHST delegated Services as before.  NHST will provide Payroll for CO/CFO who are employed by NHST.	J.Symon – Head of Finance PKC L.Bedford – Director of Finance NHST	
Finance	Charitable Funds	Currently via single corporate Finance Department based in Maryfield (Dundee)	Currently Combination of Corporate Finance (Blackfriars Perth).	In line with current parent operating procedures/standards, regulatory requirements and future requirements of approved Integration Scheme.	Partners will oversee charitable funds associated with services delivered under auspices of IJBs.	As Before.	J.Symon – Head of Finance PKC L.Bedford – Director of Finance NHST	
Finance	IJB Capital Accounting	Currently via single corporate Finance Department based in Maryfield (Dundee)	Currently Combination of Corporate Finance (Blackfriars Perth).	In line with current parent operating procedures/standards, regulatory requirements and future requirements of approved Integration Scheme.	Partners will provide capital/project accounting support to capital projects instigated by IJBs including assistance with capital investment appraisals, project monitoring.  CFO & Partners Finance Teams will continue to provide a like for like service to that pre-IJB. An element of coordination will require to be undertaken by the CFO to provide an overall coherent capital plan	Partners will provide capital/project accounting support to capital projects instigated by IJBs including assistance with capital investment appraisals, project monitoring.  CFO & Partners Finance Teams will continue to provide a like for like service to that pre-IJB. An element of coordination will require to be undertaken by the CFO to provide an overall coherent capital plan	J.Symon – Head of Finance PKC L.Bedford – Director of Finance NHST J.Smith – CFO IJB	
Finance	IJB Financial Governance	Currently CHP Finance via CHP Finance team based in Maryfield(Dundee), Forfar and Perth supported by other Finance staff in Maryfield and Ninewells.	Currently Combination of Corporate Finance (Blackfriars Perth) supported by other HCC Finance staff in Pullar House, Perth.	In line with current parent operating procedures/standards, regulatory requirements and future requirements of approved Integration Scheme.	CFO/Partners will provide financial governance support regarding Standing Financial Instructions/Codes of Corporate Governance/Standing Orders to the IJB.  Produce SFO/Fin Regulations prior to 1/4/16. It will be for the CFO to take a lead role in this area	CFO/Partners will provide financial governance support regarding Standing Financial Instructions/Codes of Corporate Governance/Standing Orders to the IJB.  Produce SFO/Fin Regulations prior to 1/4/16. It will be for the CFO to take a lead role in this area	J.Smith – CFO IJB	

Services & functions	Outline Description of Services	How Organised/Delivered?		Service standards	Functions required by IJB		Corporate Support Arrangements post April 2016	Persons responsible
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Finance	IJB Strategic Financial Planning	Currently CHP Finance team based in Maryfield(Dundee), Forfar and Perth supported by other Finance staff in Maryfield and Ninewells.	Currently HCC Finance staff in Pullar House, Perth.	In line with current parent operating procedures/standard s, regulatory requirements and future requirements of approved Integration Scheme.	Partners will provide support for all aspects of Strategic Financial Planning.	CFO with support from Partners' Finance teams- including Jointly funded Management Accountant - will require to liaise with officers in all 3 organisations.	<b>J.Smith – CFO IJB</b>	
Finance	IJB VAT and Taxation	Currently via single corporate Finance Department based in Maryfield (Dundee)	Currently Combination of Corporate Finance (Blackfriars Perth).	In line with current parent operating procedures/standard s, regulatory requirements and future requirements of approved Integration Scheme.	Partners will provide VAT and Taxation advice regarding any issues relevant to the IJB.	Minimal issue initially due to nil cash throughput in IJB. However, it will need to be considered if it is competent for one of the Partners to take a lead role in this area as such advice is being provided to a separate legal entity. Even if it is it may require further indemnity insurance for the Partner taking lead role.	<b>CFO/Partners commission specialist VAT/Taxation support if required.</b>	
Finance	Large Hospital Services	Currently CHP Finance team based in Maryfield(Dundee), Forfar and Perth supported by other Finance staff in Maryfield and Ninewells.	N/A	In line with current parent operating procedures/standard s, regulatory requirements and future requirements of approved Integration Scheme.	To provide finance information as required by the Integration Schemes and as required to assist with performance management and strategic planning.	NHST Finance will provide information to the CFO.	<b>L.Bedford – Director of Finance NHST</b>	
Insurance & Claims	Insurance Policy, Strategy Claims handling	Central	Central Corporate Insurance and Claims Team, Finance Services: Provide cover and handling of claims for Council under the following headings: <ul style="list-style-type: none"> <li>Public Liability</li> <li>Employers Liability</li> <li>Motor Fleet &amp; Leased Vehicles</li> <li>Property</li> <li>Loss Control</li> </ul>	In line with current parent operating procedures/standard s, regulatory requirements and future requirements of approved Integration Scheme.	<b>Chief Officer will be covered by existing CNORIS as employed by NHST.</b>  <b>IJB members liability - cover arrangements required. CNORIS is an option (annual cost £3,000)</b>	Envisaged that commissioned services will, until any other decision made, continue to be covered by Partners' current Insurance arrangements.  Indemnity cover required for new risks arising for CO, CFO and Board members from IJB being a separate legal entity. To be arranged via CNORIS.  The Partners will assume responsibility for progressing and determining any claim which relates to any act of omission of an employee or to any	NHST: Hilary Walker, Risk Manager, NHST PKC J.Symon – Head of Finance : IJB: <b>Jane Smith – IJB CFO</b>	

Services & functions	Outline Description of Services		How Organised/Delivered?		Service standards	Functions required by IJB		Corporate Support Arrangements post April 2016	Persons responsible
			NHST	LA		Additional support in bold			

			Initiative					building owned or occupied by them <b>CNORIS arranged for IJB</b> IJB should consider an officer to coordinate any claims against the CO, CFO Board of IJB. (very low levels of claims most likely)	
<b>Human Resources, Learning &amp; Development and OD (including staffing and payroll)</b>									
Human Resources (including staffing and payroll)	HR services within NHS Tayside are described under HR Corporate Services and HR Business Management and Employment Services, including specialist and technical interpretation and advice in the implementation of workforce policies	HR Directorate is a centralised function, which provides HR professional services through identified HR officers according to need across the whole organisation.	Corporate Human Resources Manager has lead responsibility for Council and provides advice and support to Services. Executive Directors and Service Managers undertake agreed actions as per Council HR policies and procedures.	NHS Requirement to meet the Staff Governance Standard: <a href="http://www.staffgov.ernance.scot.nhs.uk/what-is-staff-governance/staff-governance-standard/">http://www.staffgov.ernance.scot.nhs.uk/what-is-staff-governance/staff-governance-standard/</a> Requirement to meet provide HR professional services in accordance with national PINs and strategic direction from Scottish Government	National and local reporting and strategic planning in relation to workforce, including standard and bespoke reporting to the Board and its Committees, including Finance and Resources Committee Audit Committee Staff Governance Committee Remuneration Committee Area Partnership Forum Strategic Risk Management Group <b>Integrated Workforce Plan</b>	Partners will continue to provide human resources services and workforce planning information. Partners will ensure that staff possess the necessary skills and knowledge to provide service users with highest quality services. Existing levels of support for recruitment and selection of employees of each agency to be continued. Existing levels of support from each agency around grievance and disciplinary process to continue. Existing level of support around payroll services to continue.		NHST: Jennifer Mudie – Associate Director of HR - Resourcing PKC: <b>K.Donaldson – HR Manager PKC</b> <b>C.Smith - Head of Human Resources NHST</b> IJB: Christopher Smith – Head of Human Resources, NHST K.Donaldson - PKC	
								PKC HR Manager and NHST Director of Human Resources to agree shared approach to matching to posts in new IJB management structure.	

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Occupational Health and Safety Advisory Service (OHSAS)	Training and advice across all operational sites in Occupational Health, and Health and Safety		Director of Operations has responsibility to agree SLA terms of provision to all services across NHS Tayside	Corporate HR Manager has responsibility for all Occupational health services, including physiotherapy. Separate contract in place for Employee Counselling Services. See HR Section above.	In line with current parent operating standards, regulatory requirements and future requirements of approved Integration Scheme.	Secure expert advice, guidance and training for IJB staff to perform in line with statutory standards		Partners to ensure staff possess the necessary skills and knowledge to provide high quality services	NHST: Ken Armstrong to commission OHSAS  PKC: K.Donaldson – Corporate HR Manager
Training and Development /OD/Improve ment	Provision of Personal and Organisational Development expertise to support local, regional and national programmes of work. A tailored consultancy service is provide priority workstreams.		Associate Director – Development oversees the functions of Learning and Development, OD and Leadership and Management Development. Expertise and support are commissioned by local services.	The Corporate Organisational Development (Corporate OD) Team has a corporate remit. The HCC Learning and OD Team provide OD support to HCC area. Integrated Leadership Group is supporting local CHP & PKC managers to create environment and culture to enable new relationships and service arrangements to be developed.	In line with current parent operating procedures/standards, regulatory requirements and future requirements of approved Integration Scheme.	Commission Training and OD to support the achievement of new service models as defined by the strategic commissioning plan.  <b>IJB staff are supported and trained to deliver excellent services through a common approach to self evaluation, self assessment and improvement. Partners provide appropriate leadership and expertise to drive continuous improvement.</b>  <b>Support OD/Training plan &amp; Integrated Leadership Group to continue improvements which are outcome focussed and guided by relevant and accredited frameworks. Staff are supported to carry out evaluation of services</b>		Current arrangements for staff training on mandatory and essential courses to continue.  Service Manager with PKC Community Care with responsibility for learning and Development team NHST to develop and implement shared OD plan. (OD Group has been formed to develop OD Plan.)  NHST Associate Director Service Improvement will continue to provide support at a level and quality commensurate with the current arrangements for each CHP.  Any planned changes to current service level would only be made in consultation with CIO.  Consideration of additional capacity to support IJB OD Strategy requires to be considered. Previous OD capacity for IJB had been met from “Partnership Funds” and one off Integration OD monies from Scottish Government	NHST: J. Jones, Associate Director - Development T. Williams, Associate Director - Improvement  PKC I.Sinclair  IJB L.Sinclair M.Rapley

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Performance Management									
Performance Management / Business Support	Compilation of core data sets, KPIs, performance reports, and performance monitoring tools	Business Unit Team Manager has Tavside responsibility to provide core business support; PKCHP has limited BS function to meet CHP local performance monitoring requirements	HCC Head of Finance & Support has responsibility to provide core functions for performance reporting. Business Improvement Team with Finance & Support co-ordinate key monthly monitoring to management team, Council committees and Council Executive Officer Team.	Integrated Performance Framework will be developed as approved by IJB. Existing parent performance arrangements will continue to be maintained and support the Framework.	Performance monitoring, setting KPIs, Performance reports to a range of governance and management forums, escalation  <b>Performance Framework for IJB and joint information systems focussed on the delivery of Outcomes for integration. Joint performance management, quality assurance standards which state measurable outcomes which relate to integrated functions. Annual performance report in planning and carrying out Integrated Functions.</b>	With regards to planning and performance functions – PKC Housing & Community Care Service has a Business Improvement Team, supplemented by a Scottish Government Business Analyst. These are permanent posts which will continue to provide Performance Mgt and Business support to the Adult Services as before. NHST Business Unit will continue to provide support at a level and quality commensurate with the current arrangements for each CHP. This includes business improvement support. Any planned changes/additions to current service level would only be made in consultation with CO/CFO and the partners Heads of Business Support.	NHST: <b>Sarah Lowry – Head OF Business Support NHST</b> (Alison Wood)  PKC: <b>Alan Taylor – Head OF Revenues &amp; IT.</b> (Sandy Strathearn)  IJB: <b>Jane Smith – CFO IJB</b>		

Services & functions	Outline Description of Services	How Organised/Delivered?		Service standards	Functions required by IJB		Corporate Support Arrangements post April 2016	Persons responsible
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### Clinical Care & Risk Management

Clinical Care & Risk Management	NHST and LA set strategic direction, and monitor implementation at operational level; set performance measures for care governance. 'Getting it Right for Everyone' – A Clinical, Care and Professional Governance Framework Final Sealed Draft describes central and operational responsibilities	Clinical and Professional Leads have Tayside wide responsibility for clinical and care governance strategy development and outcome measures for implementation; PKCHP has clinical governance and risk function to embed mechanisms for continuous improvement of all services, for user and carer feedback and complaints handling.	NHST	LA	NHS Tayside Clinical Governance Strategy 2013-2016 sets out the national and NHS Tayside policies which inform governance standards.	Monitoring and delivery of robust clinical and professional governance standards in line with national / Tayside strategy and professional standards to support IJB  <b>Corporate Support to IJB officers to enable P&amp;K Joint Forum Professional Leads Health and Social Work (Getting it Right for Everyone) (R2) to effectively fulfil remit. Develop integrated locality care and professional governance policies, procedures and guidance which are compliant with clinical governance, statutory principles, regulations, guidance and codes of professional practice.</b>	Framework in place. R1 group established R2 group in development in Angus. R2 group will require ongoing support from lead nurse and NHST staff and from CSWO	NHST: Dr Andrew Russell, Medical Director Gillian Costello, Nurse Director Arlene Napier, Head of Clinical Governance and Risk  PKC: Bill Atkinson  IJB: Dr Morag Martindale Alison Wood Diane Fraser Colin Johnston
Risk Management	NHST sets strategic direction for corporate risk management	Head of Risk NHST provides strategic development of corporate risk systems and mechanisms for reporting		HCC Head of Finance & Support has responsibility to provide core functions for the HCC risk management arrangements.  Business Improvement Team within Finance & Support provide support and co-ordinate services returns to the Council Executive Officer Team.	Risk management frameworks within both NHST and PKC are established and will continue as before.	<b>Integrated Risk Management Strategy and Risk Register/profile for IJB to be governed appropriately.</b>	IJB have noted draft Risk Management Policy and Strategy. Final version of strategy to be submitted to them for sign-off in March.  Initial Risk Register/Summary for IJB has been developed.  Initial support and facilitation provided by Hilary Walker NHST and Fiona Easton PKC.  Ongoing guidance and support to the IJB required to take the RM Strategy forward will be provided by the Safety, Clinical Governance and Risk Coordinator	NHST: H. Walker – Risk Manager  PKC: F. Easton -  IJB: Alison Wood – Head of Corporate Services and Business Support NHST



Services & functions	Outline Description of Services	How Organised/Delivered?		Service standards	Functions required by IJB		Corporate Support Arrangements post April 2016	Persons responsible
		NHST	LA		Additional support in bold			

Information Technology								
Information Technology	NHSTayside sets strategic direction for ehealth policy and priorities to support business and service models	Director of ehealth is responsible for providing IT infrastructure to support paper light/flexible/remote working across all sites.	IT Service Corporate IT Manager, responsibilities include : <ul style="list-style-type: none"> <li>Council's ICT infrastructure (including hardware, software, telephony and information)</li> <li>reliable "business as usual" ICT service to Make sure Services have access to the applications and information they need for front line service delivery.</li> <li>the Council's website and intranet.</li> </ul> HCC Business Support Team provides specialist support for social work IST developments e.g. SWIFT, Assessment modules. JONTEK and project support.	In line with current parent operating procedures/standards, regulatory requirements and future requirements of approved Integration Scheme.	<b>Agree IT arrangements to support integrated locality working</b>	Existing levels of support from PKC IT and NHST IT to continue pending the development of a digital and IT strategy for the IJB.	PKC Service Manger IT and Head of Service e-health NHST to work with CO to develop digital and IT strategy for the IJB. To include the development of information sharing opportunity	J.Bodie – Head of eHealth NHST A.Taylor – Head of Revenues & IST (Councils Chief Digital Officer)  Alistair Graham, Head of Service – eHealth – NHST  Ken Wilson – PKC IST  Sandy Strathearn – PKC HCC
Information Governance/ Freedom of Information	Coordination and response to FOISA requests, set policy and advice across NHS Tayside for organisation wide compliance	Information Governance Manager has responsibility for NHS Tayside Information Governance policies, guidance, advice and training to all parts of the service; controls over access to the public and staff personal information; controls over access to corporate	Head of Legal Services has responsibility for providing this service to the Council.  The Corporate Information Compliance Manager is the Councils Data Protection Officer.  Covers the areas of: <ul style="list-style-type: none"> <li>FOI</li> <li>Information Security</li> <li>Records Management</li> </ul>	In line with current parent operating standards, regulatory requirements and future requirements of approved Integration Scheme. Key standards are compliance with the: Data Protection Act 1998  Freedom of information	Secure on going support for IJB as required  <b>Provision of FOI publication scheme.</b>  <b>IJB FOI arrangements</b>  <b>Records Management Plan</b>	Partners will support the IJB draft Records Management Plan and Publication Scheme for the IJB and assist in day to day compliance with FOI legislation. (This is based on the expectation that there will be very little data held by the Board other than the minutes and agendas of meetings and the employment records of the two senior officers.)  Developing responses to FOI requests will be undertaken by relevant service staff accountable to CO Current	NHST: Peter McKenzie, Information Governance Manager <b>Alison Dailly NHST Information Governance NHST</b>  PKC: <b>D.Henderson - Information Compliance Manager PKC</b>  IJB: IJB should identify an officer to coordinate responses and	

Services & functions	Outline Description of Services		How Organised/Delivered?		Service standards	Functions required by IJB		Corporate Support Arrangements post April 2016	Persons responsible
	NHST	LA	NHST	LA		Additional support in bold			

	information for the public; and governance over procedures and approval for access, use and handling of data.	<ul style="list-style-type: none"> <li>Complaints Corporate Governance</li> </ul> <p>HCC has service teams to co-ordinate and support FOI and Complaints.</p>	(Scotland) Act 2002 Public Records (Scotland) Act 2011 Caldicott Principles NHS Scotland policy on Information Security				arrangements for the co-ordination of FOI requests will be maintained.		learning from complaints.
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### Complaints and Feedback

Complaints & Feedback	Leads, manages and coordinates NHST feedback and complaints procedures to ensure compliance with Complaints performance standards	Business Unit Team Manager has Tayside wide responsibility for providing feedback and complaints service. CHP investigates and responds to complaints.	Head of Legal Services has responsibility for providing this service to the Council. The Corporate Information Compliance Manager is the Councils Data Protection Officer. Covers the areas of: FOI Information Security Records Management Complaints Corporate Governance	In line with current parent operating procedures/standards, regulatory requirements and future requirements of approved Integration Scheme.	Partners handle complaints fairly, effectively, timeously and thoroughly. <b>Integrated Complaints and feedback reports for monitoring and improvement. Processes in place for reporting and triaging complaints. Partners will support development of joint complaints performance mechanisms.</b>	Partners will provide expert/statutory advice in the management of complaints relevant to the Organisation's complaints procedure. Business Unit Team Manager NHST to lead expert processes so that IJB handles complaints to appropriate standards  Work was done earlier this year to compare complaints procedures/processes across Tayside local authorities and NHST.  Complaints will be handled as before by the partner who has been commissioned to deliver the service.  IJB should identify an officer to coordinate and collate responses and learning from complaints for IJB.			NHST: Sarah Lowry – Head of Business Support <b>Alison Moss, Team Leader for Complaints, NHST</b>  PKC: <b>Joy Mayglothing - Team Leader - Customer Liaison PKC</b>  IJB: Alison Wood
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Services & functions	Outline Description of Services		How Organised/Delivered?		Service standards	Functions required by IJB		Corporate Support Arrangements post April 2016	Persons responsible
			NHST	LA			Additional support in bold		

Communications										
Communications	Full range of internal and external communications functions, e.g staff bulletins, press releases, media enquiries, and bespoke communications as required	Corporate Comms Team provides internal and external communications service. Includes corporate internal communications for NHS Tayside, marketing, design, social media, website content, public relations, crisis management. Provides a single point of contact for all media enquiries, press releases, marketing and campaign materials.	HCC Head of Housing & Strategic Commissioning has responsibility to provide core functions for planning and commissioning. Planning and Commissioning Team support the development of Strategies, Plans for the Service.	In line with current parent operating procedures/standard s, regulatory requirements and future requirements of approved Integration Scheme.	News, bulletins, press releases, media enquiries, bespoke communications for effective interface with IJB internal and external stakeholders and communities	NHST Corporate Comms Team and HCC Head of Housing & Strategic Commissioning to continue providing the full range of internal and external communications functions for Integrated Functions and integrated locality working. Communications officers from PKC and NHST will review the current Pan Tayside joint protocol and arrangements for reactive media management to ensure it is fit for purpose post April 2016.	NHST: Jane Duncan - Head of Corporate Communications  PKC: Lorna Cameron – Head of Housing & Strategic Commissioning PKC  Ruth Fry – Communications Manager PKC			
						The corporate comms teams will support the development by the IJB of an integrated communications strategy to identify future internal /external comms requirements and the delivery model required to resource that need.  Proposed need for a Communications and Engagement Officer post to support the IJB, this will require to be cost neutral.				

Services & functions	Outline Description of Services	How Organised/Delivered?		Service standards	Functions required by IJB		Corporate Support Arrangements post April 2016	Persons responsible
		NHST	LA		Additional support in bold			

Public Involvement & Engagement									
Public Involvement/Engagement	Consultation, Engagement and involvement with the public on service provision and design	Public involvement Team has responsibility for provision of advice, guidance and direction relating to the duty placed upon NHS Boards to involve people in the planning and delivery of services in line with NHS reform Act 2004, CEL4 (2010) Informing, engaging and consulting people in service change, the participation standards – and the Patient Rights Act – duty to involve. Support of the NHS Tayside Public Partner network	LA	<ul style="list-style-type: none"> <li>Compliance with NHS Reform Act 2004 – duty to involve</li> <li>CEL 4 (2010) Informing, Engaging and Consulting people in service change</li> <li>Participation Standards</li> <li>Patient Rights (Scotland) Act 2011 – right to be involved; right to have patient advice and support</li> </ul>	<p>Provision of advice and guidance to IJB on the duties to involve people in service change and to meet the requirements of CEL 4 (2010) and related legislation; Support of public partner network across organisation</p> <p><b>Support IJB to develop and maintain a Participation &amp; Engagement Strategy. This will include engagement planning in localities, deliver effective engagement to meet the Outcomes, support the capacity of all involved in effective engagement and make sure processes meet national standards.</b></p>	<p>Participation &amp; Engagement Strategy for IJB has been agreed in Jan 2016.</p> <p>Identified need for a Communications and Engagement Officer post to support the IJB, this will require to be cost neutral.</p> <p>There is a duty to consult annually and plans are in place. This is a function for the IJB team but capacity will exist to tap into the public consultation arrangements of NHST and PKC as needed.</p>	<p>NHST: <b>A.Angus – NHST</b></p> <p>PKC: <b>S.Burt - Team Leader – H&amp;CC Customer and Community Engagement Team</b></p> <p>IJB: <b>H.McKinnon – Chief Officer PKAVs - Third Sector</b></p>		
Public Sector Duty – Equality & Diversity	Leads, manages and coordinates equality and diversity to ensure compliance with Equality Duty	Equality and Human Rights Manager has responsibility for the overall management and performance of the equality, diversity & human rights agenda within NHS Tayside. Responsible for the effective planning, delivery and achievement of related corporate objectives	Partnership and OD Manager has responsibility for corporate equalities. Corporate HR Manager has corporate equalities in employment.	<p>In line with current parent operating procedures/standards, regulatory requirements and future requirements of approved integration Scheme.</p> <p>Compliance with equality legislation in particular</p> <ul style="list-style-type: none"> <li>The Equality Act 2010.</li> <li>The Public Sector Equality Duty 2011</li> <li>The Equality Act (Specific) (Scotland) Regulations 2012</li> </ul>	<p>Policy framework, governance and monitoring processes to maintain compliance from IJB staff with Partners' equality duties</p> <p>Outcomes &amp; Mainstreaming report for IJB. Legislation requires Equality Outcomes for the new IJBs to be in place by the end of April 2016.</p>	<p>Equality and Human Rights Manager, NHST, to retain corporate responsibility for Public Sector Duty expert advice and support to IJB for its Integrated Functions</p> <p>Equality manager/officers to work jointly to produce Equality Outcomes for the Board's consideration.</p>	<p>NHST: Santosh Chima, Diversity and Inclusion Manager</p> <p>PKC: D.McPhee</p> <p>IJB Alison Wood</p>		

Services & functions	Outline Description of Services		How Organised/Delivered?		Service standards	Functions required by IJB		Corporate Support Arrangements post April 2016	Persons responsible
			NHST	LA		Additional support in bold			

Strategic Planning support									
Strategic Planning support	NHS Tayside Local Delivery Plan sets overall strategic direction	NHS Tayside Local Delivery Plan led and coordinated by NHST	HCC Head of Housing & Strategic Commissioning has responsibility to provide core functions for planning and commissioning.  Planning and Commissioning Team support the development of Strategies, Plans for the Service.  HCC providing support for community engagement for Strategic Planning and developments.	Service Plans and planning functions carried out in line with Scottish Government standards.	NHST will produce a coordinated Strategic Plan for Acute Services setting out capacity and resource levels required for the set aside budget for Acute services.  Partners will provide the necessary support and information to IJB in developing its Strategic Plan, Locality Plans and Community Engagement Plan	The Partners will provide the necessary activity and financial data for services, facilities or resources that relate to the planned use of services provided by other Health Boards and Local Authorities by people who live in P&K. The Partners will advise the IJB where they intend to change service provision that will have an impact on the Strategic Plan.	NHST: Dr Peter Williamson, Director of Health and Care Strategy  PKC: Lorna Cameron		
Contract Management									
Contract Management / SLAs	Contract management/SLAs is mainly with Primary Care Independent Contractors eg GPs, Dentists, Pharmacists, Ophthalmologists  Commissioned Care Services for Community Care and compliance.	Medical Director has Tayside wide responsibility to provide core functions to ensure service provision. CHP carries out key role with GPs relating to CHP functions/service models..	HCC Head of Housing & Strategic Commissioning has responsibility to provide core functions for planning and commissioning.  Commissioning Team support the Service by developing and monitoring SLAs and provide quality assurance role.	In line with current parent operating procedures/standard s, regulatory requirements and future requirements of approved Integration Scheme.	Secure on going support for IJB as required.  Contract management will be informed by service delivery requirements as per the Strategic Commissioning Plan	Partners will continue to provide contract management support as before for delegated services.	NHST: Dr Andrew Russell, Medical Director Julianne Flynn, Interim Head of Adult & Children, Young People & Families Dr Morag Martindale, Clinical Director  PKC: I.Cameron Head of Housing and Strategic Commissioning  IJB: Chief Officer		

Services & functions	Outline Description of Services	How Organised/Delivered?		Service standards	Functions required by IJB		Corporate Support Arrangements post April 2016	Persons responsible
		NHST	LA		Additional support in bold			

Legal Advice								
Legal Advice	<p>Service delivered in line with SLA.</p> <p>These services include conveying, together with property and land related advice and assistance; litigation; research and advice; contracts; employment advice and support, freedom of information, data protection, information security, monitoring of new legislation and developing case law.</p> <p>Legal Services have a particular responsibility for ensuring that the Council acts legally</p>	Central Legal Office commissioned to provide legal advice to NHS Tayside	<p>Head of Legal Services advises the Council on legal matters.</p> <p>Legal has a Team which provides advice and support to Education, Childcare and Community Care.</p> <p>Legal also has responsibility for Information Compliance.</p> <p>Advice and support to Council and associated bodies for governance arrangements</p>	Secure legal advice as required	<b>Governance arrangements</b>	Legal Advice is delivered to the IJB through the office of the Head of Legal and Services PKC. <p>The initial point of contact is the Legal Manager PKC</p>		<b>I.Simpson Head of Legal and Governance Services</b>
Procurement								
Procurement	<p>Ordering and procurement of all goods and services. Comprises strategic sourcing, business assurance, governance and sustainability, systems and management information</p>	<p>Service managed and delivered centrally.</p> <p>Provide and manage operational procurement through use of eProcurement systems and robust Catalogue controls, and support the CHP through the Procurement Journey.</p>	<p>HCC Head of Finance &amp; Support has responsibility for Councils Procurement.</p> <p>The Corporate Procurement Team is part of the HCC Service but provides a range of support to all Council Services to improve procurement capability.</p> <p>The Service has a combination a central team within Finance &amp; Resources alongside</p>	In line with current parent operating procedures/standard s, regulatory requirements and future requirements of approved Integration Scheme.		<p>Partners to continue to provide procurement services to enable IJB to effectively manage Integrated Functions</p> <p>The procurement function will be delivered by the relevant parent body, either PKC or NHST, in accordance with that body's governance, operating model and processes.</p> <p>In the future, after a period of bedding in of the new IJB, consideration with be given by the respective procurement functions as to the scope for rationalising these support arrangement and creating efficiency.</p>		<p>NHST: K.Armstrong, Director of Operations</p> <p>PKC: M.Mitchell – Corporate Procurement Team Leader</p>

Services & functions	Outline Description of Services		How Organised/Delivered?		Service standards	Functions required by IJB		Corporate Support Arrangements post April 2016	Persons responsible
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				service teams who follow procurement arrangements.					
<b>Property &amp; Resources</b>									
Property	Strategic and operational Management of all property footprint	Property service comprises following Divisions to deliver service to all NHS Tayside properties: Estates, Property Asset Management, New Works, Minor Works, Grounds Maintenance, Fire Safety, Administration, Quality and Assurance.	The Head of Property Services is responsible for the provision, within the Perth & Kinross Council area, of a wide range of building related services to its public buildings.  HCC has an Property Asset Team who provide support for capital plans and project management of property improvements.	In line with current parent operating procedures/standard s, regulatory requirements inclusive of Scottish Health Technical Memorandums (SHTMs), Scottish Health Building Notes (SHBNs), Scottish Health Facilities Notes (SHFNs), British Standards (BS), European Standards (ENs), Approved Code of Practices and IT Awareness and Human Resource Policies.	The Property Department aim for the IJB service: <ul style="list-style-type: none"> <li>Support the delivery of the IJB's Plan and strategy for the future delivery of audit healthcare services in Tayside.</li> <li>Ensure that assets are used efficiently, coherently and strategically to support the future clinical and service needs of the population as agreed by the IJB's.</li> <li>Ensure that all assets are known and those that require funding are included within this Plan.</li> <li>Provide and maintain an appropriate number and quality of affordable assets which complement and support the provision of high quality services which meet the population needs and are sustainable over the long term.</li> </ul>	Existing arrangements to continue until the development of a joint approach agreed by PKC property and NHST estates that will allow for the increasing co-location of staff in the meantime no changes to existing service levels without consultation with the IJB CO.	NHST: Ken Armstrong, Director of Operations <b>M.Anderson, Head of Property – NHST</b>  PKC: <b>S.Crawford – PKC Head of Property</b>		

Services & functions	Outline Description of Services	How Organised/Delivered?		Service standards	Functions required by IJB		Corporate Support Arrangements post April 2016	Persons responsible
		NHST	LA		Additional support in bold			
Infection Control	Monitoring of HEAT targets, expert advice, management and control of infection practice at operational level, infection control policy implementation and update	General Manager Infection Control has Tayside wide responsibility and officers within Department provide support to CHP sites. Lead Nurse for PKCHP has responsibility for infection control	Heads Of Service Community Care accountable for standards of care for services to the public. Health & Safety and Inspections regimes ensure standards are maintained as required. Head Of Finance & Support is the lead for Health and Safety within HCC and monitors operations within Service.	In line with current parent operating procedures/standard s, regulatory requirements and future requirements of approved Integration Scheme.	Secure infection control advice and monitor compliance	Operational responsibility for this lies with relevant officers in the new services and ultimately with the Chief Officer who will have to assure the Medical Director, The Lead Nurse and the CSWO that the relevant standards are being met.  Part of clinical and care governance agenda/work.	NHST: Dawn Weir – General Manager Infection Control NHST  IJB: Sandra Gourlay– Lead Nurse	
Site/Support Services management	Hotel services support, property and facilities management	Management of all NHS Tayside sites/facilities and support services. Associated functions include Domestic, Portering, Mail Room, Catering, Sewing/Linen, Laundry Security, Telecommunications, Cashiering, Waste Management, Car Park Management, Travel Planning, Accommodation, Conference/Meeting Rooms, Health & Safety/Risk Management, Administration functions	Daycare and Residential Care Homes provide services to client for “hotel type services” SLA with private organisation for meals at home. Facilities have in house staff to provide minor repairs and commission outside contractors for upgrades/other repairs. HCC Central Asset Management Team provide facilities management services.	In line with current parent operating procedures/standard s, regulatory future requirements of approved Integration Scheme.  Laundry service delivered in accordance with NHS MEL (1993) 7 in relation to Hospital arrangements for used and infected linen, and also Health Protection Scotland’s National Guidance for Safe Management of Linen in NHSScotland	On going support for IJB as required	Partners will continue to provide service and support to IJB for its Integrated Functions.  Existing arrangements to continue until the development of a joint approach agreed by PKC property and NHST estates that will allow for the increasing co-location of staff in the meantime no changes to existing service levels without agreement with CO.	NHST: Ken Armstrong- Director of Operations  PKC: S.Crawford – Head of Property	



Services & functions	Outline Description of Services	How Organised/Delivered?		Service standards	Functions required by IJB		Corporate Support Arrangements post April 2016	Persons responsible
		NHST	LA		Additional support in bold			
Central Decontamination Unit (CDU)	Decontamination of reusable surgical, clinical, dental and podiatry instrumentation to NHS Tayside and NHS Fife.	Director of Operations has Tayside wide responsibility for CDU. Approx 12,000,000 instruments processed annually within the requirements of BS EN ISO 13485:2012 and the Medical Device Directive 93/42/EEC.		All instruments are CE marked and risk assessed to the requirements of BS EN ISO 14971:2012 prior to decontamination through a monitored and quality assured process where the requirements of BS EN ISO11737, BS EN ISO14664 and SHTM's 2010, 2030 and 2031 are regularly tested for compliance.	Decontamination of reusable surgical, clinical, dental and podiatry instrumentation to NHS Tayside and NHS Fife.	Service to existing users will continue at the same level.  Any planned changes to current service level would only be made in consultation with CO of the IJB.	<b>Billy Alexander</b> Head of Production Sterile Services	
Transport/ Fleet Management	Central management of fleet  HCC Management of Pool cars and HCC Fleet	Director of Operations has Tayside wide responsibility for transport fleet management, deployment, replacement, monitoring systems, and driver training requirements.	Direct Services Manager within TES has corporate responsibility for transport fleet of Council.  Finance & Resources Manager manages team who supports transport strategy, transport requirements and coordinates maintenance of the Community Care fleet and pool cars to support the service.	In line with current parent operating procedures/standards, regulatory requirements and future requirements of approved Integration Scheme.	<b>Commission transport arrangements to support integrated locality working</b>	Partners will continue to provide service and support to IJB for its Integrated Functions  Current arrangements for fleet management to continue  Impact of Council Review to be considered in due course.	NHST: Ken Armstrong, Director of Operations  PKC: <b>N.Copland – Finance &amp; Resources Manager PKC</b>	

Services & functions	Outline Description of Services	How Organised/Delivered?		Service standards	Functions required by IJB		Corporate Support Arrangements post April 2016	Persons responsible
		NHST	LA		Additional support in bold			

### Administration Support

Admin Support	Admin service to support all CHP services  Administration support for the Management team for Health and Social Care Integration, and any other associated IJB functions.	Admin support devolved to clinical services integrated with service areas.  Central corporate support for HQ functions.	PKC Community Care – Mix of Centralised and decentralised admin functions.	In line with current parent operating procedures/standard s, regulatory requirements and future requirements of approved Integration Scheme.	Admin service for delegated services to be maintained to enable functions to continue delivery.  Admin support arrangements for the Joint SMT.	NHST Admin support aligned to delegated services and management arrangements in CHP, and Adult Services will form part of the delegated resource.  Admin support for Care and Clinical Governance, Performance and Audit, and IJB and SPG set out under committee arrangements as per shadow arrangements.  PKC Community Care Admin support provided for delegated adult services to be maintained.  Admin support to CO/CFO and SMT confirmed as per shadow period.  Future developments of the IJB may require a review of Admin support and agreement approved between the IJB and partners. Any future developments overall will be cost neutral.	Jane Smith – CFO IJB Alan Taylor – PKC Alison Wood – NHST
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### Other Services

Spiritual Care	Provision of support of spiritual wellbeing for staff, patients and carers.	The Head of Spiritual Care has NHS Tayside wide responsibilities for the following: Staff support is available through the Wellbeing Centre which specifically provides staff support, and		Service delivered according to <ul style="list-style-type: none"> <li>NHS Tayside Spiritual Care Policy</li> <li>Standards for NHSScotland Chaplaincy Services</li> <li>Spiritual Care CEL (2008) 49</li> </ul>	<b>Secure support for IJB through spiritual wellbeing on a commissioned basis.</b>	Existing arrangements to continue Council staff will still have access the Councils counselling service  Head of Spiritual Care, NHST will provide service and support to IJB for its Integrated Functions	NHST: Gillian Munro – Head of Spiritual Care
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Services & functions	Outline Description of Services	How Organised/Delivered?		Service standards	Functions required by IJB		Corporate Support Arrangements post April 2016	Persons responsible
		NHST	LA		Additional support in bold			
		<p>chaplains working in their area of responsibility. Both through crisis support and in resilience building through group work. Patients and carers are supported by chaplains and a Bereavement Support Officer in all hospital settings and through work being developed in healthcare community settings. Information and education are available to support the wellbeing of staff, patients and carers including appropriate belief and faith support.</p>						



## Appendix 2 - Existing Support Staff Resources Feb 2016 -Former CHP & PKC HCC

February 2016

### Corporate Support Staff for the Perth and Kinross Health and Social Care Partnership

#### Former CHP

Post	FTE	Current support for delegated services to IJB (%)
Programme Manager	1	100
Head of Corporate Services & Business Support	1	100
Corporate Services/Business Support Manager	1	100
Business Support A&C Team Leader	1	100
A&C Services Manager	1	100
Safety, Clinical Governance and Risk Coordinator	1	100
Researcher/Project Manager	1	100
Business Support Administrator	2	100
Business Service Assistant	1.6	100
Admin Assistant	1	100
Personal Assistant/Business Support Officer	2	100

#### PKC HCC

Team	Designation	Employee	fte
Head of Service	Head of Strategy & Support	AT	1.00
Bus Support Mgt	Business Improvement Manager	SS	1.00
Bus Support Mgt	Business & Resource Manager	NC	1.00
Business Systems	Business Systems Team Leader	CM	1.00
Business Systems	Business Information Officer	SC	1.00
Business Systems	Business Information Officer	LG	0.59
Business Systems	Business Information Officer	HH	0.50
Business Systems	Business Information Officer	BL	1.00
Business Systems	Business Information Officer	GL	1.00
Business Systems	Business Information Officer	LW	1.00
Business Support	Team Leader	CH	1.00
Business Support	Team Leader	HT	1.00
Business Support	Project Manager	SW	1.00
Business Support	Business Improvement Officer	MW	1.00
Business Support	Business Improvement Officer	SR	1.00
Business Support	Business Improvement Officer	MM	1.00
Directorate	Director's Secretary	AM	1.00
Directorate	Secretary	FR	1.00
Directorate	Management Support Officer	TG	1.00
Directorate	Secretary	SL	0.83
Directorate	Secretary	EC	1.00
Directorate	Partnership Support	SCA	1.00
Directorate	Partnership Support	SCA	0.80
Financial Resources	Finance & Business Support Manager	CC	1.00

## Appendix 2 - Existing Support Staff Resources Feb 2016 -Former CHP & PKC HCC

Financial Resources	Team Leader	FL	1.00
Financial Resources	Finance Officer	SB	1.00
Financial Resources	Finance Officer	PB	1.00
Financial Resources	Senior Finance Officer	AF	0.89
Financial Resources	Senior Finance Officer	NM	0.75
Financial Resources	Joint Management Accountant	DM	0.89
Financial Resources	Assistant Finance Officer	SF	1.00
Charging	Finance Officer	CB	1.00
Charging	Finance Officer	LYT	1.00
Charging	Assessment Officer	ML	0.89
Charging	Assessment Officer	SH	1.00
Charging	Assessment Officer	PS	1.00
Charging	Assessment Officer	LR	0.83
Charging	Finance Support Officer	GB	1.00
Charging	Finance Support Officer	CC	1.00
Charging	Finance Support Officer	ED	1.00
Charging	Finance Support Officer	SLM	1.00
Charging	Finance Support Officer	KS	0.83
Charging	Finance Support Officer	IN	1.00
Charging	Finance Support Officer	GD	1.00
Charging	Finance Support Officer	AT	1.00
Charging	Finance Support Officer	LT	1.00
Financial Resources	Admin Officer	FH	1.00
Performance & Quality	Team Leader	SB	1.00
Performance & Quality	Team Leader	JM	1.00
Performance & Quality	Communications	SW	1.00
Performance & Quality	Complaints & Assurance Officer	TT	1.00
Performance & Quality	Clerical Assistant	PH	0.76
Performance & Quality	Communications Worker	KH	1.00
Performance & Quality	Information Officer	HR	1.00
Performance & Quality	Tenant & Community Engagement Assistant	JM	1.00
Performance & Quality	HCC Communication Worker - ICF	HL	0.50
Comm. & Contracting	Team Leader	GP	1.00
Comm. & Contracting	Contract & Commissioning Officer	CB	0.50
Comm. & Contracting	Senior Commissioning & Contracting Officer	DM	1.00
Comm. & Contracting	Contract, Compliance & Commissioning Officer	SS	1.00
Comm. & Contracting	Contract, Compliance & Commissioning Officer (Care Homes)	DH	1.00
Comm. & Contracting	Contract, Compliance & Commissioning Officer	PM	1.00
Comm. & Contracting	Senior Clerical Assistant	SM	1.00

### Appendix 3 - IJB ADDITIONAL REQUIREMENTS

Corporate Support Area	Functions	Leads	Support
Finance	Financial management of the IJB Statutory Accounts Annual Financial Plan Annual Finance Statement Financial reporting to the IJB	Chief Finance Officer – Perth IJB	Joint Management Accountant
Internal Audit	Internal Audit Plan Annual Report	Chief Internal Auditor – Perth IJB	Perth & Kinross Council – Chief Internal Auditor
HR & Workforce Planning	Workforce Plan for IJB Recruitment of CO/CFO	C.Smith – Head of HR – NHST Perth K.Donaldson – HR Manager PKC	Tayside HR Group NHST/PKC HR
Committee Services & Governance	IJB Committee and sub committees arrangements	Head of Democratic Services - Perth & Kinross Council	Head of Corporate Services & Business Support – NHST Perth
IJB Leadership Groups	IJB Leadership Group arrangements	Head of Corporate Services & Business Support – NHST Perth	NHST Perth Business Support
Performance Management	Performance reporting to IJB	Chief Finance Officer – Perth IJB	Business Improvement Manager (Perth & Kinross Council) Head of Corporate Services & Business Support – NHST Perth
Strategic Planning	Strategic Plan & consultation	Head of Housing & Strategic Commissioning (Perth & Kinross Council)	Strategic Planning Group Strategic Plan Project Group Planning Officer?
Clinical Governance	Supporting R2 arrangements and performance reporting	Head of Corporate Services & Business Support – NHST Perth	Quality Assurance Officer – NHST Perth Safety & Clinical Gov. Co-ord – NHST Perth

### Appendix 3 - IJB ADDITIONAL REQUIREMENTS

Corporate Support Area	Functions	Leads	Support
Risk Management	Maintaining shared risk register and reporting to IJB	Chief Finance Officer – Perth IJB	Safety, Clinical, Risk Co-Ord – NHST Perth Risk Managers – PKC/NHST
Complaints, FOI, Records Mgt	Supporting arrangements for complaints, FOI Publication Scheme of Perth IJB	Chief Finance Officer – Perth IJB	Customer Liaison Team - PKC Head of Corporate Services & Business Support – NHST Perth
Data Sharing		A. Graham IT Manager – NHST K. Wilson – IST Manager PKC	Business Improvement Manager (Perth & Kinross Council) Tayside Data Sharing Group
OD	OD Strategy	L. Sinclair – PKC M. Rapley - NHST	Perth OD Group Business Improvement Officer – PKC
Communications	IJB Communications briefings to staff and communities, website/social media development.	Head of Housing & Strategic Commissioning (Perth & Kinross Council)	Communications Officer - ICF Strategic Plan Project Group NHST/PKC Communication Teams
Engagement Strategy		PKA Vs Chief Officer	Community Engagement Steering Group
IT	Future IT Developments	A. Graham - IT Manager – NHST K. Wilson IT Manager - Perth & Kinross Council	Business Improvement Manager (Perth & Kinross Council)
Property	Future Property Developments	S. Crawford – Head of Property PKC M. Anderson – Head of NHST Property & Planning Services	Ken Armstrong –NHST PKC & HCC Asset Mgt Teams
Legal	Legal advice	L. Simpson Head of Legal – PKC	Legal Manager - Perth & Kinross Council