



<b>Meeting of East Renfrewshire Health and Social Care Partnership</b>	Integration Joint Board
<b>Held on</b>	4 April 2018
<b>Agenda Item</b>	8
<b>Title</b>	Fit for the Future Update
<p><b>Summary</b></p> <p>The purpose of this report is to update the Integration Joint Board on the 'Fit for the Future' redesign programme, confirm the progress made and set out next steps in the process.</p>	
<b>Presented by</b>	Julie Murray, Chief Officer
<p><b>Action Required</b></p> <p>It is recommended that the Integration Joint Board:</p> <ul style="list-style-type: none"> <li>▪ note the progress made to date by the Fit for the Future Programme</li> <li>▪ receive a further report at its June meeting</li> </ul>	
<p><b>Implications checklist – check box if applicable and include detail in report</b></p> <p> <input checked="" type="checkbox"/> Finance/Efficiency      <input checked="" type="checkbox"/> Policy      <input type="checkbox"/> Legal      <input type="checkbox"/> Equalities  <input type="checkbox"/> Risk      <input checked="" type="checkbox"/> Staffing      <input type="checkbox"/> Property/Capital      <input type="checkbox"/> IT </p>	

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# **EAST RENFREWSHIRE INTEGRATION JOINT BOARD**

**4 April 2018**

**Report by Chief Officer**

## **FIT FOR THE FUTURE UPDATE**

### **PURPOSE OF REPORT**

1. The purpose of this report is to update the Integration Joint Board on the 'Fit for the Future' redesign programme, confirm the progress made and set out next steps in the process.

### **RECOMMENDATIONS**

2. It is recommended that the Integration Joint Board:
  - note the progress made to date by the Fit for the Future Programme
  - receive a further report at its June meeting

### **BACKGROUND**

3. Members of the Integration Joint Board will recall that the HSCP embarked on a comprehensive review of Community Health and Care Services in October 2016. Our January 2017 seminar had a focus on our approach to the review. Due to rising demand and unprecedented financial savings the HSCP was required to review structures, processes and systems. A Fit for the Future team was created to complete a suite of end to end operational service reviews in conjunction with a review of the HSCP structure. 'Fit for the Future' redesign work was to be informed by the Community Led Support programme which is intended to reduce demand on statutory services and enables a more person centred approach with reduced bureaucracy. The initial focus of the review was to be on adult and older people's services as children and families' services had been reviewed and restructured more recently.
4. The 'Fit for the Future' programme gradually included additional aspects of redesign work taking place across the HSCP to ensure good co-ordination, strategic fit and strong governance. Our change programme was intended to deliver £1.74m of the HSCP savings target for 2017/18. In recognition that this was a significance piece of redesign that would take time to plan and implement, the IJB agreed to use reserves as bridging finance. As set out in the budget report, £954k remains to be delivered from the review and redesign work.

### **REPORT**

5. In November 2017 the Integration Joint Board approved the re-designation of Heads of Service roles. As of 1<sup>st</sup> April 2018 the configuration of heads of service is detailed below:
  - Head of Public Protection & Children's Services (CSWO)
  - Head of Adult Health & Social Care Localities
  - Head of Finance & Resources (CFO)

6. The principles underpinning the structure review are that:
  - It supports our focus on strategic priorities
  - It delivers the required savings
  - It enables stronger integration
  - It is consistent in approach re span of control and layers of management
  - It embeds planning and analytic capacity in operational services
  - General management will be supported by strong professional leadership
7. Since the last update to the Integration Joint Board the senior management structure has taken shape. This new structure reflects the principles of the programme as well as considering the output from a development session with senior and operational management in January.
8. The draft structure has been shared with the Joint Staff forum and at the time writing the HSCP was embarking on a short period of consultation to finalise the structure.
9. Following agreement of the senior management structure it is proposed that the Locality Adult Health and Social Care element of the structure is prioritised to minimise any operational risk due to a senior manager beginning a phased retirement.
10. In January a workshop was held to consider the key pathways for Locality Adult Health and Social Care. The key pathways are directly linked to the strategic priorities of the HSCP including developing our localities and building on the community led support work to date to develop an initial point of contact.
11. Following the consultation process the HSCP will look to begin the HR process for the following new roles within Locality Adult Health and Social Care:
  - Initial Contact Manager
  - Eastwood Locality Manager
  - Barrhead Locality Manager
  - Intensive Services Manager
12. The work to confirm the structure beneath senior management is well progressed. It is intended to share this with Staffside representatives during April. Due to the scale and complexity of this programme there has been slippage of approximately three months, however, in partnership with Staffside the project team is working to try and accelerate areas of the programme where possible. Additional HR resource has been identified to support the programme.
13. A further progress update will be brought to the June meeting.

## **FINANCE AND EFFICIENCY**

14. The Fit for the Future Programme has to deliver financial savings of £954k. This paper sets out the progress of the senior management restructure which will support delivery of savings.

## **CONSULTATION AND PARTNERSHIP WORKING**

15. Regular meetings continue to take place with the Fit for the Future HR sub-group, which has representatives from both ERC and NHS staff side. To date these meetings have taken place on a monthly basis, however, this will continue to be assessed as the programme progresses.

## **IMPLICATIONS OF THE PROPOSAL**

### Risk

16. None

### Policy

17. The restructure is intended to provide a focus on local and national government priorities and policy.

### Staffing

18. The individual implication of to the proposed senior management structure are not yet known as the structure has not yet been agreed with Staffside.
19. There are no legal, property/capital, IT or equalities implications.

## **CONCLUSION**

20. The purpose of this report is to update the Integration Joint Board on the 'Fit for the Future' redesign programme, confirm the progress made and set out next steps in the process.

## **RECOMMENDATIONS**

21. It is recommended that the Integration Joint Board:
  - note the progress made to date by the Fit for the Future Programme
  - receive a further report at its June meeting

## **REPORT AUTHOR AND PERSON TO CONTACT**

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November 2017

## **BACKGROUND PAPERS**

None

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