



REPORT TO: MORAY COUNCIL ON 30 NOVEMBER 2021

SUBJECT: INFORMATION REPORT: ROLE AND REMIT OF CHIEF OFFICER, HEALTH AND SOCIAL CARE MORAY

BY: CHIEF EXECUTIVE

1. REASON FOR REPORT

- 1.1 To provide the Council with information on progress of the development of an expanded role and remit or portfolio of the Chief Officer, Health and Social Care Moray (HSCM) to reshape the relationship of NHS services in Moray and the implications for the Council.
- 1.2 In particular to note due to the pressures at this time of reduced strategic capacity being felt by the CO HSCM and at Corporate Management Team and Head of Service level and the higher degree of risk this carries for the Council, the current arrangements will therefore continue for a further period to 31 January 2022; to allow the current mitigations more time to bed down and to assess what further mitigations are required; and to report thereafter to the Council.
- 1.3 This report is submitted to Council in terms of II (20) of the Council's Scheme of Administration relating to any new policy matter which does not fall within the terms of reference of any Committee.

2. REASON FOR URGENCY

- 2.1 To inform the Council of the degree of risk the Council is carrying due to the pressures at this time on strategic capacity.

3. BACKGROUND

Introduction

- 3.1 As reported to Full Council in June this year, a review of the portfolios of the senior management team of NHS Grampian (NHSG) provided an opportunity to expand the role and remit of the Chief Officer, Health and Social Care Moray (CO HSCM) who is part of that Management Team. The purpose is to reshape the relationship of National Health Service (NHS) services in Moray with partners like the Council and with local communities and to make a step change in inequalities and the approach to population health and wellbeing.

- 3.2 The request was part of a “whole system” change by the Chief Executive to the portfolios of the senior management team of NHSG and the portfolios of all three Chief Officers of Integration Joint Boards in the Grampian area who are part of the senior management team.
- 3.3 The Council is obliged to support Health and Social Care in Moray. This obligation is not to be to the detriment of any statutory obligation, performance etc. standards which either NHSG or the Council is required to meet. Accordingly, any expansion of the portfolio, and therefore the responsibility of the Chief Officer, has to be balanced against the strategic capacity of the Council.
- 3.4 The meeting of Full Council in June 2021 noted the Chief Executive’s intent to respond to this welcome direction of travel by reaching agreement with the Chief Executive NHSG and the Chief Officer HSCM on a portfolio expanded on an interim basis to gauge how this would operate in practice in terms of the respective statutory and other obligations, and what mitigations measures and other interventions would be required so as not to be to the detriment of the Council.

Moray Council Corporate Management Team Portfolios

- 3.5 The Corporate Management Team (CMT) which has operational responsibility for good governance arrangements comprises the Chief Executive and two Deputy Chief Executives (DCEs) with service portfolios responsibilities for:-
- Education, Communities and Organisational Development; and
 - Economy, Environment and Finance

The DCEs are also responsible for priorities within Moray Community Planning Partners (CPP) Local Outcome Improvement Plan (LOIP). They also have supporting and lead officer roles in delivering the following:-

- Recovery and Renewal Strategic Framework;
- Best Value Audit Review (BVAR) Action Plan;
- Climate Change Strategy;
- Transformational Change (Improvement & Modernisation Programme).

CO HSCM Portfolio

- 3.6 The expanded portfolio of the CO HSCM has responsibility for:-
- A range of acute services which in the case of Moray includes Dr Gray’s Hospital*;
 - Health and Social Care Services;
 - Delegation of Children’s Services;
 - Two strategic priorities in Moray CPP LOIP;
 - The Promise Plan 2021-24 (the first of three 3-year plans)/Children’s Services Plan.
- 3.7 The CO HSCM is also a member of CMT and is therefore in a role which straddles three organisations.

- 3.8 In terms of other corporate roles, the CO HSCM chairs the GIRFEC Leadership Group (GLG) and has accountability for reporting to Committee on performance etc. of Children's Services.

*As reported to Full Council in June 2021 the issues are different in Aberdeen City and Aberdeenshire because the acute "ask" is different (they do not have a district general hospital in their respective areas) and Children's Services are managed differently.

Key Matters Relevant To this Information Report

High Level Strategic Pressures

- 3.9 The Council remains in a pandemic response phase, and there is continued and sustained pressure in particular on:-
- Acute health services;
 - Health and social care; and
 - Education services.
- 3.10 At the same time Moray Council's high level strategic pressures relative to the portfolios of CMT and the CO HSCM respectively have increased in terms of the following:-
- Independent Review of Adult Social Care/Consultation on National Care Service;
 - Resumption of Inspections of Adult Protection
 - Acceleration of the sign-off of the Moray Growth Deal

Mitigation Measures

- 3.11 Since June 2021 a number of mitigation measures have been implemented:-
- Appointment of a HSCP Lead for Strategy & Performance / Deputy CO HSCM who has supported the initial response to the independent review of Adult Social Care the scope of which has also been considerably expanded to include Children's Services etc.;
 - Involvement of Corporate Manager, HSCM in a range of corporate activities in support of the CO HSCM; and
 - As part of the emerging budget process of 2022/23 an Investment Plan for Children's Services to provide a service based more on early intervention and to work towards to the implications of The Promise.
- 3.12 The Council also agreed in May 2021 to a recruitment drive that will see a significant investment in project management, Legal, ICT and other specialist staff to address the pace of transformation, climate change, poverty and other such initiatives within the Council's Improvement and Modernisation Programme (IMP). A number of these staffing posts have only recently been recruited to and require a period of familiarisation and integration.
- 3.13 Although there is evidence of emerging benefits from this opportunity to reshape the relationship of NHS services in Moray, the Council does not yet have the agreed staffing resources at a level where there can be assurance the pace, depth and continuity of progress can be maintained to the required

standards and milestones across the Council's programme of improvement and transformation as a whole. Pending integration of the agreed staffing resources, the current approach is high risk and requires further time to assess what further mitigations may be required and to allow the current mitigations more time to bed down to ensure any benefits are not to the detriment of the Council.

4. SUMMARY OF IMPLICATIONS

(a) Corporate Plan and 10 Year Plan (Local Outcomes Improvement Plan (LOIP))

Working with our partners to support people so they can cope with, and where possible, overcome the health and wellbeing challenges they may face.

Ensuring that the right care is provided at the right place at the right time when people are in need. Ensuring that our systems are as simple and efficient as possible.

(b) Policy and Legal

Arrangements for the Moray IJB and the role and remit of CO Moray IJB are set out in a document known as the H&SC Integration Scheme for Moray.

The Integration Scheme is effectively a partnership agreement and provides for escalation of resource issues to the respective Chief Executives which has happened here namely notification by NHS that they need the CO to take on additional leadership responsibilities for health services to help with recovery from the current pandemic and to deliver the newly published NHSG Strategy.

Any issues about the Scheme is a matter for both CEs and CO to resolve, to line which there is provision for escalation to mediation and ultimately Scottish Government.

In terms of the Scheme along with NHSG the Council is obliged to support the IJB. This obligation is not to the detriment of any statutory obligation, performance etc. standards which NHSG or the Council is required to meet.

(c) Financial implications

There are no financial implications arising directly from this report.

(d) Risk Implications

The risk of not reshaping relationships and focus for health and social care services will mean that HSCM cannot respond adequately to future demands. This has to be balanced against the risks of detrimental impact on strategic management capacity in terms of strategic and corporate planning; transformational change and corporate leadership and management of the Council.

The Council has given careful consideration to the achievability of the scale and range of its improvement and transformation projects in particular. In order to manage these risks, the Council has agreed:-

- To ensure that there are adequate resources for the overall programme of work and for individual projects;
- Leadership and management capacity across services is monitored on an ongoing basis to ensure that progress can be maintained and interdependencies between priorities, projects and Covid are adequately addressed.

(e) Staffing Implications

No direct implications from this report. There are specific staffing considerations related to how the risk is mitigated and these are addressed in this report.

(f) Property

There are no property issues arising directly from this report.

(g) Equalities/Socio Economic Impact

As per para 3.1 of this report; the purpose of an expanded portfolio is to support the achievement of a step change in inequalities and in the approach to population health and wellbeing.

(h) Consultations

CMT have been consulted on this report.

5. CONCLUSION

5.1 This report is a reflection of the challenges of the development of an expanded portfolio for the CO HSCM and the practicalities of being part of three strategic management teams. This is the essence of the concerns of reduced strategic capacity. The pressure of this reduction is being felt at CMT and Head of Service (HoS) level and carries a higher degree of risk for the council in terms of the pace of transformation, response to Best Value, future direction and readiness to respond to emerging agendas. The cumulative impact of these pressures and the strategic agenda need a period of further reflection to allow more for the current mitigations to bed down and assess what further mitigations may be required.

Author of Report: Roddy Burns, Chief Executive
Background Papers: [20210915 Overview of Moray Council Strategic Priorities](#)
[20210630 Covid Related Pressures and Service Prioritisation - Update](#)
[20210512 Improvement and Modernisation Programme](#)
[20210512 Appendix A](#)
[20210512 Appendix B](#)
[20210512 Appendix C](#)
[20210512 Appendix D](#)
[20210512 Appendix E](#)
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