



REPORT TO: MORAY COUNCIL ON 30 JUNE 2021

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

BY: CHIEF EXECUTIVE

1. REASON FOR REPORT

1.1 To inform the Council as a constituent party of the implications for the Chief Officer for Moray Health and Social Care Partnership (MSCP) portfolio of:-

- the Partnership's transition from a Covid-19 operating model (Operation Snowdrop)
- NHS Grampian's transition from a Covid-19 operating model (Operation Snowdrop)
- the launch of the new NHS Grampian (NHSG) strategy and the associated plan of implementation and its implications for the portfolios of the Chief Executive's Management Team and of the three Integration Joint Board (IJB) Chief Officers

1.2 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. RECOMMENDATIONS

2.1 It is recommended that the Council consider and note:-

- i) the nature and extent of participation at CMT of the Chief Officer (CO) IJB is under review in response to an external review of senior management portfolios;
- ii) the potential opportunities of an expanded portfolio alongside the risks for strategic management capacity in terms of strategic and corporate planning; transformational change and corporate leadership and management;
- iii) the risk mitigation measures being considered (Appendix 1); and
- iv) an interim stage to an expanded portfolio is being used to gauge the level of risk, and whether the risk mitigation requires further intervention.

3. BACKGROUND

Introduction

- 3.1 The Corporate Management Team (CMT) which has operational responsibility for good governance arrangements comprises the Chief Executive and two Depute Chief Executives with portfolio responsibilities for education, communities and organisational development and economy, environment and finance respectively. The Chief Officer (Health and Social Care Moray) of the Integration Joint Board (IJB) is also a member of CMT, a role which straddles three organisations.
- 3.2 In order to deliver the proposed new NHS Grampian (NHSG) Strategy, the Chief Executive (CE) of NHSG is reviewing the portfolios of NHSG management team which includes IJB Chief Officers, which would give them responsibility for a range of acute services. In Moray, the Chief Officer is also responsible for two priorities in Moray Community Planning Partners (CPP) Local Outcome Improvement Plan (LOIP); Children's Services and has a role within the Moray Council Corporate Management Team (CMT).
- 3.3 The request is part of a whole system change proposed by the Chief Executive to the senior management team of NHSG and the role of all three CO IJBs within Grampian Health Board's administrative area which the Chief Executive NHSG plans to transition to.
- 3.4 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.
- 3.5 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. Whilst the Scheme of Delegation is silent on the role of the Council in the resolution of any issues relating to the Scheme, it is the intention to report to the Council as a party to the Scheme before the start of the summer recess.
- 3.6 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.
- 3.7 Accordingly 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.
- 3.8 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.
- 3.9 The Chief Executive's intention is to resolve the issue of the request from the Chief Executive NHSG to alter the CO IJB's remit by reaching a written consensus with the Chief Executive and the Chief Officer on how the

respective statutory and other obligations, standards set by Government etc could be met were the remit to be altered as requested and what mitigation measures and other interventions would be required.

Key Matters Relevant To Recommendations

- 3.10 An expanded portfolio provides an opportunity to reshape the relationship of NHS services in Moray with partners and with communities and to make a step change in inequalities and population health (see para 3.12 below).
- 3.11 However, any expansion of the portfolio and therefore the responsibilities of the Chief Officer has to be balanced against a potential risk to the attention that any part of the portfolio receives.
- 3.12 Current high level NHS strategic demands include:-
- Building a single system of public health across the North East;
 - Putting the work force centre stage;
 - Reshaping the relationship between NHS secondary care services, health and social care; partnerships and communities through pathways that begin and end at home;
 - Utilising NHS assets to make a step change on inequalities and population health;
 - Embedding and accelerating digital changes.
- 3.13 Moray Council's high level strategic demands relative to the portfolios of CMT and the CO IJB respectively include the:-
- Climate Change Strategy;
 - Promise Plan 2021-24 (the first of three 3-year plans);
 - Recovery and Renewal Framework and Poverty Strategy;
 - Independent Review of Adult Social Care;
 - Resumption of Inspections of Adult Protection.
- 3.14 Also relevant is the corporate role generally of the CO IJB as a member of Moray Council CMT. In this role the CO has responsibility for the Wellbeing and Children's Services Delivery Plans for the Community Planning Partnerships Local Outcome Improvement Plan.
- 3.15 In terms of other corporate roles, the CO chairs the GIRFEC Leadership Group and has accountability for reporting to committee on performance etc of Children's Services.
- 3.16 Also to be highlighted are the capacity and resourcing risks of the potential competing demands of the transformation of Children's Services and the decision to transfer to the IJB which is the subject of a separate report to this meeting of Council.
- 3.17 We remain in a pandemic response phase (Scottish Government has confirmed the position up to 9 August 2021), and we continue to be alert as to what is required. Whilst the pandemic has provided opportunities to accelerate work in some areas, it has also been a cause of delay and disruption in others.

- 3.18 The challenges of finance have not gone away for either the Council or the IJB and for the latter there remains the need to address any underlying deficit. Funding partners are unlikely to have the ability to cover overspends going forwards. Winter/Covid funding will only cover additional expenditure in the short-term and so it is important to understand the emerging landscape.
- 3.19 Transformational change, or redesign, that provides quality and safe services, whilst bringing more efficient ways of operating, is the focus of senior management teams, operating within finite budgets, while meeting the needs of the Moray population.
- 3.20 For the IJB planning for remobilisation has begun, and will build from achievements and learning from the current pandemic phase. The interdependencies between services will need to form part of the assessment on how to remobilise, as no part of the system operates in isolation.

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

The Chief Officer continues to operate within the appropriate level of delegated authority, ensuring that the MIJB is sighted on key issues at the earliest opportunity, and continues to influence and agree the strategic direction.

(c) Financial implications

There are no financial implications arising directly from this report. The respective Chief Finance Officers report regularly on actual expenditure and variations to plan to ensure that the Scottish Government are sighted on additional costs arising from COVID-19.

(d) Risk Implications

The risk of not redesigning services will mean that Health and Social Care Moray 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.

(e) Staffing Implications

Staff remain the organisation's greatest asset, and we must continue to engage with all sectors to ensure full involvement, which will create the best solutions to the challenges we face.

The uncertainty on the future management arrangements for Children's Social Work and Criminal Justice is creating a disproportionate level of work, and does need resolving in terms of potential delegation to the Integration Joint Board, and also the longer term structural management and leadership of the service.

(f) Property

There are no property issues arising directly from this report.

(g) Equalities/Socio Economic Impact

HSCM will continue to work closely with all our partners to ensure that we contribute to the health and well-being of the community and support the recovery phase of the COVID-19 pandemic.

(h) Consultations

The report has been prepared in consultation with CMT.

8. CONCLUSION

8.1 For the Moray HSCP, there is a particular opportunity to expand the portfolio, with benefits that extend beyond direct health and care, but where that will need to be weighed against the impacts on capacity within the wider constructs of Moray public services and Moray Council's CMT in particular. It should be recognised that during the last year, within a pandemic situation that has required an emergency response, the portfolios of all senior managers have been subject to change and expansion. While risk is inherent in any system, the likelihood and severity can be mitigated. Management capacity through Covid has been stretched, but the system has performed well. A plan to redefine portfolios creates new risk that needs to be balanced by the risk of not redesigning the system. A number of mitigations that will in the short, medium and longer term resolve some of the more immediate capacity issues have been identified as an interim stage to gauge the level of risk and the sufficiency of the mitigation measures.

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Background Papers:
Ref: SPMAN-1108985784-643