

Agenda Item	15
Report No	HC/13/18

## HIGHLAND COUNCIL

**Date:** 10 May 2018

**Report Title:** Review of partnership arrangements between NHS Highland and Highland Council

**Report By:** Chief Executive

### **1. Purpose/Executive Summary**

- 1.1 This report sets out proposals for revised partnership arrangements with NHS Highland.

### **2. Recommendation**

- 2.1 Members are asked to consider and agree these proposals for revised partnership arrangements, which are also being presented to the NHS Highland Board.

## 1 Background

- 1.1 Highland Council and NHS Highland have committed to reviewing the partnership and governance arrangements for integrated Health and Social Care. The Joint Monitoring Committee is the legal entity which oversees these arrangements, established through the Public Bodies (Joint Working) Act Scotland 2014. It involves senior members and officers of both organisations, as well as representatives of the staff side, 3<sup>rd</sup> sector, and service user and carer organisations.
- 1.2 There was significant discussion about the need and nature of revised arrangements at the Joint Monitoring Committee in November 2017, when it was considering the financial environment for both organisations. There was concern that there was not close linkage between the financial challenges and service planning processes, particularly regarding adult social care.
- 1.3 One of the key motivations behind the integration of services in 2012, was the recognition that the resources of both organisations would become increasingly constrained, and that the financial and demographic drivers required major change in how services were planned and delivered. This involved reducing unnecessary bureaucracy and duplication, and promoting innovation and effective change through single governance, single management and a single budget. This included shifting the balance towards community based delivery, which is both cost effective and in many cases also a more appropriate way to meet needs.
- 1.4 Six years on, it is clear that we require a more developed service and financial planning framework. It is also clear, that we need a new approach to the governance and management arrangements across and within our organisations, to meet the challenges that we will face in the years that lie ahead.
- 1.5 Officers were tasked with setting out proposals for this review of the partnership arrangements. This process was facilitated by discussions with senior officials from the Scottish Government, which concluded that the key issue is the quality of working relationships and decision making achieved via the 'regular scaffolding' between the organisations. Accordingly, the proposals set out in this report, involve putting in place this 'regular scaffolding' via a strategic plan, financial framework, and enhanced clarity in governance and liaison arrangements.
- 1.6 The proposed new arrangements were considered and endorsed by the Joint Monitoring Committee at its meeting on 25 April, 2018, for presentation and approval by the Council and Health Board. They are attached as Appendix One.
- 1.7 This report focusses on adult services. It is intended that the principles should also be applied to children's services.

## **2 Implications**

### **2.1 Resources**

One of the key aspects of these proposals, is to more closely connect joint planning, monitoring and reporting on the financial framework to deliver the strategic plan for integrated services.

### **2.2 Legal**

These changes will require to be incorporated into the formal Integration Scheme, which is the legal document that underpins the lead agency arrangement.

### **2.3 Community (Equality, Poverty and Rural)**

It is envisaged that these new arrangements will better support the intended shift towards the delivery of more community based services. No EQIA is required for these changes.

### **2.4 Risk**

The Joint Monitoring Committee retains the oversight of continuing implementation of the Integration Scheme and associated risks.

### **2.5 Gaelic/Climate Change**

There are no implications

Designation: Chief Executive

Date: 1 May 2018

Author: Bill Alexander, Director of Care & Learning

## **Appendix One: Proposed features of reviewed arrangements**

- 1.1 At its meeting in November 2017, the Joint Monitoring Committee considered reports regarding the increasingly challenging financial environment for both organisations. There was concern that there was not close linkage between the financial challenges and service planning processes, particularly regarding adult social care.
- 1.2 One of the key motivations behind the integration of services in 2012, was the recognition that the resources of both organisations would become increasingly constrained, and that the financial and demographic drivers required major change in how services were planned and delivered. This involved reducing unnecessary bureaucracy and duplication, and promoting innovation and effective change through single governance, single management and a single budget. This included shifting the balance towards community based delivery, which is both cost effective and in many cases also a more appropriate way to meet needs.
- 1.3 Six years on, it is clear that we require a more developed service and financial planning framework. It is also clear, that we need a new approach to the governance and management arrangements across and within our organisations, to meet the challenges that we will face in the years that lie ahead.
- 1.4 These challenges were recognised at the Joint Monitoring Committee in December, and officers were tasked with setting out proposals for a review of the partnership arrangements.
- 1.5 That process was facilitated by a joint meeting with senior officials from the Scottish Government, which concluded that the key issue is the quality of working relationships and decision making achieved via the 'regular scaffolding' between the organisations, and reported to the JMC. Accordingly, the proposals set out below, involve putting in place this 'regular scaffolding' via a strategic plan, financial framework, and enhanced clarity in governance and liaison arrangements.
- 1.6 This paper focusses on adult services. If agreed, the principles can be applied to children's services.

## **2 Proposed features of reviewed arrangements**

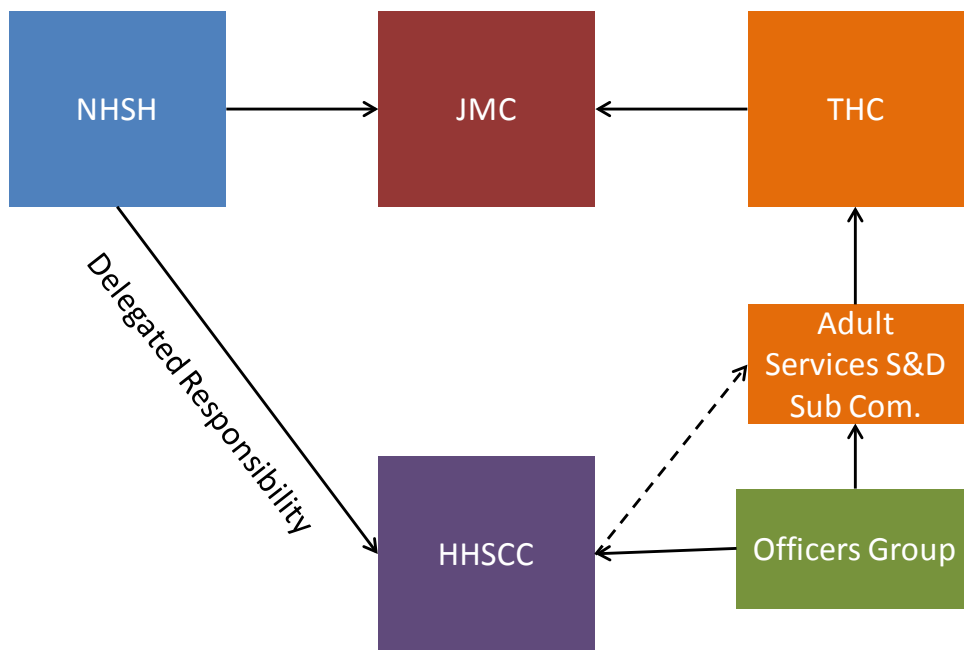
- I. The JMC is the legal entity which has responsibility for the Commissioning Arrangements for both Adult and Children's integrated Health and Social Care
- II. Single governance of integrated services for adults, through assurance of service delivery at the NHS Highland Health & Social Care Committee, through arrangements put in place and overseen by the NHS Highland Board. The Council elected members who attend that Committee will respect the duty of care regarding the proper governance of the Health Board (separate

guidance to be provided).

- III. Scrutiny of these arrangements at the Adult Services Scrutiny & Development Sub-committee, with key items identified at the Sub-committee for presentation by members and officers at the Care, Learning & Housing Committee, including in relation to the strategic plan and funding (see below).
- IV. Further to the above there should be a review of the membership and organisation of the Highland Health & Social Care Committee. Members will be expected to take full responsibility of the delegated authority given to the committee by NHS Board
- V. A review of the membership of the Adult Services Scrutiny & Development Sub-committee should take place
- VI. A Joint Officer Group should consider and agree strategy for presentation to Committee, involving:
  - Chief Officer (NHS)
  - Director of Adult Social Care (NHS)
  - Director of Finance (NHS)
  - Director of Care & Learning (THC)
  - Director of Corporate Resources (THC)
  - Head of Resources (THC)
- VII. Critically, this should involve a joint strategic plan for integrated adult services, reflecting the term of each Highland Council, and including the finance and cash-flow required to deliver that plan. This plan would be discussed with the Adult Services Scrutiny & Development Sub-committee and considered for approval at the Health & Social Care Committee, prior to endorsement at the Board and Council.
- VIII. The Joint Officer Group would also:
  - Assume the responsibilities of the previously designated Resources and Commissioning Group
  - Ensure that strategic reports considered by the Health & Social Care Committee, and subsequently at the Adult Services Scrutiny & Development Sub-committee, are referenced and within the terms of the strategic plan.
  - Support the development of a strategic plan through the creation of a multi-year funding model.
  - Support and service regular, planned meetings of the Chief Executives, senior members of the Council Administration and Health Board non-Executives, also acting as a preliminary meeting prior to matters being formally considered at the Joint Monitoring Committee.
  - Review the Finance and Performance reporting mechanisms to support the partnership arrangement

- IX. Each organisation should commit to public statements that reflect the agreed strategic plan, albeit neither organisation can commit all of its individual members to adopting this position.
- X. Each organisation should keep the other apprised of management and organisational changes at strategic, Area and District levels.
- XI. NHS managers must have opportunities for direct and regular contact with members about local matters in the Districts/Wards, including at local community planning partnerships and where appropriate at ward or area level meetings. Managers and members should take account of the strategic priorities when developing and taking forward the local plans for adults.

## Adult Services Governance



## Timeline

- JMC: 25 April
- Highland Council and Health Board: May/June
- Review Membership of Committees: June - August
- Discussions regarding strategic plan, and subsequently regarding financial framework – June – September
- Plan to Health & Social Care Committee: October/November
- Plan to Health Board and Council: November/December
- Context for Budget setting for 19/20
- JMC: October / November

**Joint Monitoring Committee  
NHS Highland and Highland Council**