

Agenda Item	8
Report No	HCW/12/20

HIGHLAND COUNCIL

Committee: Health, Social Care and Wellbeing

Date: 26 August 2020

Report Title: Transformation and Governance Arrangements with NHS Highland

Report By: Executive Chief Officer – Health and Social Care

1. Purpose/Executive Summary

- 1.1 This paper updates the position in terms of the proposed arrangements to be in place between the Highland Council and NHS Highland with a view to delivering transformation and efficiencies and in particular provides detail in relation to a proposed Project Management Board.

2. Recommendations

- 2.1 The Committee is asked to:
- i. **Note** and **approve** the proposed approach as set out in the Terms of Reference.

3. Implications

- 3.1 Resource – There are resource implications insofar as the proposed Project Management Board will be taking forward workstreams which may have an impact on the cost of service delivery going forward.
- 3.2 Legal – There are no legal implications
- 3.3 Community (Equality, Poverty, Rural and Island) - None
- 3.4 Climate Change/Carbon Clever - None
- 3.5 Risk - None
- 3.6 Gaelic -None

4. Background and Legal Requirements

- 4.1 The Highland Council and NHS Highland entered into a Partnership Agreement in 2012, establishing the principle of service integration in relation to both children's services and adult care services and setting up the lead agency model. The Partnership Agreement remains in place.
- 4.2 In 2014, legislation resulted in the development of the Integration Scheme which was submitted to the Scottish Government for approval and represents the current working agreement between the Highland Council and NHS Highland with the Partnership Agreement remaining in place to offer detailed guidance. That Integration Scheme is subject to a review.
- 4.3 The position is such that integrated children's services are delegated by NHS Highland to Highland Council so that the Council is, for example, responsible for the delivery of health visiting and school nurse services and the Adult Social Care function is delegated to NHS Highland by Highland Council such that NHS Highland is responsible for the delivery of the adult social work function.
- 4.4 The financial context has been challenging particularly in terms of the delivery of the adult social care function and both partners recognise the need to make efficiencies in terms of delivery of that function.
- 4.5 It is accepted that to date that both the Council and the NHS Highland have had limited meaningful scrutiny in terms of service delivery and the cost and efficiency of the delivery of both Children's and Adult's Services. However, many positives have been achieved through partnership working and relationships during COVID 19 and in the last year which now provides an excellent opportunity for improved scrutiny, governance a genuine partnership approach to improved services for families and communities. The revised governance arrangements and approach set out in this paper will ensure that such opportunities are achieved.
- 4.6 This report addresses the proposal made to ensure more effective delivery of service going forward to ensure both improved outcomes for service users and the efficient use of available resource.

5. Programme Management Approach

- 5.1 A previous report to Committee outlined proposed Terms of Reference for a Project Management Board which would focus on workstreams going forward in relation to matters covered by the partnership agreement namely adult social care and integrated children's services. Those Terms of Reference have now been agreed with NHS Highland and, specifically, provide detail in terms of membership of that Board.
- 5.2 It was recognised that a programme management approach would be necessary to specifically focus resource on this area of work with a view to achieving efficiencies and improving outcomes for communities. Such a programme management approach is set out in the proposed Terms of Reference attached to this Report as **Appendix 1**.
- 5.3 The Terms of Reference envisage that both a Project Board and a Project Team be set up to manage the proposed project.

6. Management of the Project

- 6.1 Overall governance of the project will be by a Project Board. Membership of that Board shall comprise senior officers from both partner organisations and members of both the

Highland Council and the Board of NHS Highland. The Project Board will have responsibility and oversight in relation to delivery of the project and will report progress to this Committee and to the Board of NHS Highland. Progress will be reported to the Joint Monitoring Committee which has oversight in terms of the partnership arrangements in place and any decisions in relation to the projects will be made in that forum as that Committee is responsible for the governance arrangements in relation to the partnership.

- 6.2 The Project Board will be responsible for delivery of the project in terms of having oversight of the operational delivery of the project. A Project Team will be appointed which will be tasked with the delivery of the proposed workstreams.
- 6.3 The Project Team will be made up of officers from both organisations who will be tasked with delivering the project and will report to the Project Board.

7. The Project

- 7.1 The Project will focus on improved outcomes and will review where savings and efficiencies can be made. The focus will be two-fold and will include both adult care services and integrated children's services.
- 7.2 The Project will require to focus on the following key areas in terms of the future delivery of adult social care:-
- Care Homes
 - Care at Home
 - Learning Disability
 - Mental Health
- 7.3 The workstreams previously identified as contributing to the project are as follows:-
- Review of the Assessment Model
 - Work with Community Planning Partnerships
 - Income Maximisation
 - Work force planning
 - Transitions

Those workstreams will be considered by the Project Team in terms of the work which has been identified as being required, the priority for dealing with those and how those workstreams might impact on delivery of the service on the 4 key areas outlined at paragraph 7.2.

- 7.4 The Project Team will also be responsible for the continuing delivery of identified workstreams and will require to analyse and report upon delivery of change. A performance management framework is likely to be required to benchmark both delivery of the Project and improved outcomes for service users.

8. Additional Factors

- 8.1 The Project Team will also consider if there are further opportunities which might have arisen as a result of the work carried out by the partner organisations in terms of the response to the pandemic. It is recognised that there have been changes to service delivery during that time which might also inform the work of the Project Team and provide opportunities for improved service delivery.

- 8.2 It is recognised, for example, that communities have played a significant part in Highland's response to the pandemic and the Project Team will consider how this response can support future delivery of care. There will be valuable learning, for example, in terms of the use of the Helpline which was set up and the Local Community Hubs which may inform future service delivery.
- 8.3 The Project will also take into account work being carried out by NHS Highland in terms of the Reablement project underway as well as changes which have been made during the pandemic to the assessment process.

Designation: Executive Chief Officer – Health and Social Care
Date: 21 August 2020
Author: Fiona Malcolm, Head of Integration Adult Social Care
Background Papers:

Appendix 1

The Highland Partnership – The Highland Council and NHS Highland Project Management Board

Terms of Reference

The Project Board is established to oversee the future delivery of Adult Social Care and integrated Children's Services to ensure the efficient delivery of service for services users and is committed to achieving the best possible outcomes for all Highland's population across the Highland Council area.

The role, function and membership are outlined below.

Role and Function:

- To work together towards financial sustainability through redesign of services to generate a group of workstreams that support transformation and financial recovery
- To generate a strategic position in relation to how we work
- To manage those workstreams proactively taking account of resources and financial commitments in relation to all those services
- To adopt a project management approach in terms of the adoption and delivery of new workstreams
- To analyse and report upon the effective delivery of current workstreams and to propose improvements where required
- To develop and report upon such workstreams to the Joint Monitoring Committee
- To review the Terms of Reference at regular 3-monthly intervals

Membership:

The Project Management Board shall be comprised of the Chief Executive from the Local Authority and the Chief Executive of the Health Board or such other person as that Chief Executive shall nominate. The Project Management Board shall also include four members of the Highland Council and four members of the NHS Board. Those members shall act as the joint sponsors of the project. In terms of the membership from the Highland Council those members shall be constituted by 2 members from the Administration and 2 members from the Opposition. At present the members from the Opposition shall comprise one member from the SNP and one from the Conservative and Unionist party. A chair will be appointed to the Project Management Board following a meeting comprising the CEOs, the Highland Council Members and the Health Board Members. This meeting will also consider the Terms of Reference and finalise through discussion.

The Project Management Board will receive regular reports from the Project Management Team detailing the work completed in terms of the role and function referenced above.

The following officers will have a role in terms of the Project Management Team:-

In terms of the Local Authority – The Chief Social Work Officer, The Head of Integration Adult Social Care, a nominee on behalf of the Executive Chief Officer Resources and such other officers as may be nominated by the Local Authority.

In terms of the Health Board – The Director of Adult Social Care, a nominee on behalf of the Director of Finance and such other officers as may be nominated by the Health Board.

Both organisations recognise that project management input may be required which will, where possible, be resourced within the existing organisations. There will be a joint appointment of a person to adopt an independent “consultant” role to drive the project management approach and ensure that the workstreams progress at pace.