

NHS GRAMPIAN

Delegation of Services Moray Council

1. Actions Recommended

It is recommended that NHS Grampian note the proposal by the Moray Council at its meeting on 25 September 2019 (para 5 of the Minute refers) to proceed with the next steps to implementation in the potential delegation of Children and Families Social Work Services and Criminal Justice Social Work Services to the Moray Integration Joint Board (MIJB).

The MIJB seek the approval of NHS Grampian to proceed to the next steps of implementation.

2. Strategic Context

The Public Bodies (Joint Working) (Scotland) Act 2014 provides the legislative framework surrounding the progression of the integration of health and social care services in Scotland.

The MIJB was established as a public body on the 1 April 2016 following approval by the Scottish Parliament of the Moray Integration Scheme on the 6 February 2016. The Integration Scheme provides the legal framework for the partnership arrangement between Moray Council and Grampian Health board in the delegation of key functions and resources to the MIJB.

The Integration Scheme was reviewed and progressed through due process early 2018. Further functions were delegated as a result of legislative changes at that time and as such the Scheme is relatively up to date.

3. Key matters relevant to recommendation

The minimum delegation of services as set out in legislation relates to adult health and social care services, with the ability to delegate further services as the partnership between the Council and Health Board see fit. This arrangement as noted above is reflected and agreed legally via the Moray Integration Scheme.

This proposal has been stimulated by the need for the Moray Council to consider its management arrangements, putting in place a revised management structure that includes the portfolio of the Chief Officer of the MIJB, seeking to align services in a way that optimises outcomes for the people of Moray.

Social Work resilience and improving outcomes for the children of Moray are key drivers in this decision making. It is considered that a families approach across health and social care has the potential to improve outcomes for children in the same way anticipated and demonstrated in adult services.

It should be noted however that childrens health and social care services do not work in isolation and as such the wider partnership arrangements relating to all partners participating in the Integrated Childrens Services Plan remain paramount to success. The necessary arrangements already exist to support this community planning partnership arrangements through the Executive Leadership Group and Chief Officers Group, bringing together all partners with a stake in improving outcomes for the children of Moray.

Criminal Justice Services also relate well to other adult services, such as mental health and drug and alcohol services. There is an opportunity to align appropriate services through integration, again seeking to improve outcomes for people.

The process of delegation requires the Health Board and Council to agree on the proposed delegation. A paper is due to be presented to the Moray Council on 27 November 2019, confirming the next steps for implementation in determining delegation of these services, allowing due diligence to be carried out in preparation for final decision making of all parties.

Should the Moray Council and NHS Grampian approve the process to proceed it is anticipated that a period of 12 – 18 months will be required for all the detailed work, relevant approvals and due diligence to be undertaken prior to a report being submitted to both Moray Council and NHS Grampian for final approval of the delegated services.

There is at present an interim Head of Service in place managing business as usual, tasked with progressing change and supporting the planning for any transition. There are significant areas of work to be progressed and these will proceed alongside the process of delegation.

Currently the interim Head of Service is working on improvement and modernisation plans with a view to understanding the future requirements and likely configuration of services within the health and social care landscape. This work is supported by the Moray Council Chief Executive, Chief Social Work Officer and MIJB Chief Officer.

The process requires detailed work in order to inform and update the Integration Scheme, confirmation of the services in scope and to reach agreement around future resource. Moray Council and NHS Grampian will be updated on progress and be asked to make decisions at key points in the process.

The Integration Scheme, if agreed by both Parties (Moray Council and NHS Grampian) will lay before Parliament for final agreement, this process generally takes on average 6 weeks. Subsequently, the functions can then move across to the MIJB.

4. Risk Mitigation

The scale of this work should not be underestimated. This is resource intensive and is likely to require short term investment to ensure success. Funding will be sought from the Council transformation fund to assist this, the requirements are currently being determined.

As with any transformation and change plan there are implications for staff in how they go about their work and how supported they are within a pressured and changing picture. Staff Side, Unions and Human Resources will be working alongside the leadership team in delivering change observing the associated policies and procedures of the Council and NHS should delegation proceed.

An organisational change steering group and joint workforce forum exist and will support the implementation of the plan should it proceed.

There are also significant staffing issues in regard to the work needed to prepare the revised Integration Scheme, if it is to go ahead, which will impact heavily on the Council's legal service and will have implications for the workload of that service.

A profile of risks will be established and presented as part of the process.

5. Responsible System Leadership Team Member and contact for further information

If you require any further information in advance of the Board meeting please contact:

Responsible System Leadership Team Member

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Contact for further information

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26 November 2019

Additional supporting information

Moray Council minute of 25 September 2019 (para 5 of the Minute refers) – available on request