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| Agenda Item | 7         |
| Report No   | JMC/10/23 |

## THE HIGHLAND COUNCIL/NHS HIGHLAND

**Committee:** Joint Monitoring Committee

**Date:** 29 March 2023

**Report Title:** Future Reporting – Performance Management, Assurance and Audit

**Report By:** Pam Cremin, Chief Officer  
Fiona Duncan, Executive Chief Officer, Health and Social Care

### Purpose/Executive Summary

1. This report contains a proposal for consideration for the future monitoring reporting to the Joint Monitoring Committee, which is intended to address expressed concerns regarding previous separate assurance reporting. It is intended that this report builds upon the template approved by the Committee on 5 October 2022 and sets out arrangements such that the Joint Monitoring Committee is able to monitor performance of integrated services and request where appropriate that formal assurance and audit takes place.

The report acknowledges the previous request from the Committee to shift the content to an integrated focus and invites views on a proposed refreshed template and future content for inclusion.

### 2. Recommendations

2.1 Members are asked to:

- i. **Note** the update; and
- ii. **Consider** the refreshed template and future content for reporting to the Committee and **approve** next steps.

### 3. Implications

3.1 Resource

There are specific resource issues arising out of the delivery of Adult Social Care (ASC) by NHS Highland and the delivery of the commissioned Child Health Services by the Highland Council. Those resource issues are governed by the Integration Scheme currently in place, as signed off by the Council and Board in March 2021 and which received Ministerial sign off in February 2022.

Detailed resource issues and implications are provided within the financial report elsewhere on the agenda and there are no such issues arising as a direct consequence of the contents of this report.

### 3.2 Legal

The legal arrangements covering the delivery of integrated service, are provided for within the above referenced Integration Scheme.

There are no further or additional arising legal issues to be brought to the attention of the JMC, which are not as noted within this report.

### 3.3 Community (Equality, Poverty, Rural and Island)

No arising issues.

### 3.4 Climate Change / Carbon Clever

No arising issues.

### 3.5 Risk

NHS Highland and The Highland Council continue to work collaboratively to address the risks represented in terms of the funding available for the provision of all services.

### 3.6 Gaelic

No arising issues.

## 4.0 Preamble

4.1 It is acknowledged that the Joint Monitoring Committee (JMC) has requested to receive reports which cover and focus on integrated services and which report on the activity relating to the Strategic Plans.

4.2 Although there is a well established strategic plan for services for children and young people, the JMC will be aware through previous reports to the Committee, that the Strategic Plan in respect of adult services is however not yet in place and of the intent to develop this plan over the course of this current financial year.

4.3 This Strategic Plan is therefore not yet in place to enable reporting against this plan and against the performance framework and measures to be set out within the said plan. That performance framework is likely to build upon measures which are currently reported within NHS Highland and will also include reporting upon the National Health & Wellbeing Indicators which is provided to Scottish Government.

4.5 In moving towards a more comprehensive report, a high level review of Chief Officer reporting in other partnerships has been undertaken, in order to inform the development of a consolidated template to incorporate the considered best practice examples identified.

4.6 A draft template has been prepared and is provided at **Appendix 1**. The proposal is founded on the following principles of good practice in terms of the delivery of efficient and effective integrated services for children and adults:-

- In terms of reporting to JMC, the focus will be upon reporting in terms of integrated health and social care services for adults and integrated health and social care services for children.
- As such, the JMC will receive reports focussing on those integrated services and how they work – or don't work – to improve outcomes for Highland's people.
- That reporting will, where possible, refer to those outcomes by reference to agreed performance management frameworks.
- Such a framework exists for integrated children's services but is under development for adult's services.
- In terms of the latter, it is intended that the Strategic Plan will include detail in relation to performance reporting and until such time as that is approved, the adults report will focus on the National Health and Wellbeing Indicators so that the JMC is able to monitor performance of delivery of integrated services and be assured that the integrated models in place have a positive impact on outcomes.
- By contrast, the strategic committees for both organisations will require to be assured in terms of the delivery of the commission.
- That means that the Health and Social Care Committee of the Council will receive regular reports (currently twice pa) where detail is provided in terms of service delivery by NHSH of adult care services.
- Such a report is an assurance report which fulfils a dual purpose ie the Council needs to be assured that services are being delivered as the statutory responsibility sits with them and the Council also requires to be assured that the CSWO is so assured.
- Reciprocally the Highland Health and Social Care Committee for NHS Highland should also receive assurance reporting with input from staff from Highland Council in relation to the delivery of the commissioned child health service which is the responsibility of NHSH but commissioned to THC.
- This reporting on Children's Services to NHS Highland has not taken place on a regular basis to date but is now in hand and a report was prepared for the meeting of the Highland Health & Social Care Committee on 15 March 2023.

4.7 In terms of the need for audit it is recognised that from time to time there may be a need for assurance in terms of internal audit of delivered service. In accordance with the requirements of both lead agency organisations namely The Highland Council and NHS Highland it may be necessary to review the arrangements of service delivery from time to time. Such an audit will be notified to the JMC and reported to them once complete. Such an audit will also build upon, and be informed by , the assurance referred to at para 4.6 above.

Designation: Chief Officer, North Highland Health and Social Care Partnership  
Executive Chief Officer Health & Social Care, Highland Council

Date: 15 March 2023

**Appendix 1**  
**Proposed reporting template**

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## THE HIGHLAND COUNCIL / NHS HIGHLAND

**Committee:** Joint Monitoring Committee

**Date:**

**Report Title:** Chief Officer Report

**Report By:** Pamela Cremin, Chief Officer, NHS Highland  
Fiona Duncan, Executive Chief Officer (Health and Social Care),  
The Highland Council

### Purpose/Executive Summary

1. The purpose of this report is to inform the Joint Monitoring Committee of the activities that support delivery on the Highland Health and Social Care Partnership's strategic priorities.

### 2. Recommendations

2.1 Members are asked to:

- i. **Note** the update; and
- ii. **Consider** the recommendations as noted within the report.

### 3. Implications

3.1 Resource

3.2 Legal

3.3 Community (Equality, Poverty, Rural and Island)

3.4 Climate Change / Carbon Clever

3.5 Risk

3.6 Gaelic

## **PART 1: Integrated Childrens Services**

This update is to provide assurance to the Joint Monitoring Committee on the progress being made to by the Integrated Children's Services Planning Board (ICSPB) to deliver the outcomes outlined within the children's services planning partnerships integrated children's services plan.

Within this section updates will be provided on the themes of the Integrated Childrens Service Plan:

Child protection committee  
Alcohol and drug partnership  
Corporate parenting and the Promise  
Child poverty  
Mental health and wellbeing  
Equalities and children's rights

The update will also provide assurance on additional areas of integrated partnership working between The Highland Council and NHS Highland. These developments will have a particular focus on the partnership work being undertaken between the Commissioned child health service at The Highland Council and the Woman and Children's directorate at NHS Highland.

## **PART 2: Transitions Service**

Members will be aware that the Partnership does not have a formal Transitions Service as such but that transitions are a key part of a young person's journey from children's services to adults services. Given the challenge of that particular time it had previously agreed that the service offered would be subject to a project management approach and that continues.

That approach includes input on the following which will be covered in the report:-

- To create the tools required by frontline staff to support the transition of young adults with complex needs from the care of THC (Children's Services) to NHH (Integrated Adult Health and Social Care Services ), ensuring the most appropriate and affordable care package at each stage of the transition and to clearly set out and streamline the legal and financial responsibilities and escalation process.
- A revised Team remit, including:
  - A new structure and roles for the existing Transitions Team
  - An assessment of resource requirements based on current demand and trends
  - Understanding of resource requirements to deliver transitions outwith the Transitions Team
  - Appropriately resourced team
  - Support to implement the new processes taking a pan Highland Approach
- To create a joint commissioning approach for those young people transitioning to Integrated Adult Health and Social Care Services , that will reduce delays experienced when accessing services, as well as improve affordability in the transition from CS to AS.
- Ensure that service is appropriately resourced and staff are empowered and equipped to deliver the best outcomes.

## **PART 3: Integrated Adult Health and Social Care Services**

This update is to inform the Joint Monitoring Committee of the Chief Officer's activities that support delivery on the Highland Health and Social Care Partnership's **strategic priorities** and its delivery of the **9 Health and Wellbeing outcomes**.

### Introduction / H&SCP Updates

Ministerial Visits

Visit to services

Awareness weeks

### Strategic Plan and Strategic Planning Group

Status of Strategic Plan and underpinning plans: Engagement Plan, Financial Plan, Implementation Plan, Workforce Plan.

Activity of Strategic Planning Group

### Workforce - Governance, Structure, Wellbeing

Changes to key posts within the H&SCP

Matching workforce deployment to demand

Periodic provision of staffing structure

Professional leadership

Actions and initiatives to support health and wellbeing within the partnership and across commissioned services

Working in Partnership with Staff

Staff Governance elements

### Service Performance

Information, Performance and Quality Reporting

Quality and Safety outcomes and audits Annual Delivery Plan Performance

Community Services

Adult Health and Social Care Services

Mental Health, Learning Disabilities and Drug & Alcohol Recovery Services

Hosted Services

Commissioned Services

### Underpinning Elements

District Profiles

Community Planning and Engagement

Service Transformation and Redesign

Technology Enabled Care

Digital Infrastructure and Projects

Health Improvement

Health Protection

### Operational Challenges

Service delivery within financial parameters

Recruitment and retention

Care home sector fragility and sustainability

Care at home delivery

Remote and rural health and social care service delivery and sustainability

### Regional Planning

Tertiary Care Elements

### National Updates

Winter vaccinations

Cyber security

National Care Service

Social Care digital landscape review

Current state of pressure

### Audits and Inspections

Care Inspectorate

Internal / external audits

### Risks and Risk Management

Risk register, risk mitigations and management

### Good News

Staffing qualifications, awards, commissioned services accolades

Designation: Chief Officer, NHS Highland

Date: XX

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