



## RECORD OF EXECUTIVE DECISIONS

The following is a record of the decisions taken at the meeting of **CABINET** held on **Wednesday 16 October 2019**. The decisions will come into force and may be implemented from **Monday 28 October 2019** unless the Corporate Overview and Scrutiny Management Committee or its Committees object to any such decision and call it in.

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### **Oral Health Strategy Update [Key Decision: AHS/01/19]**

#### **Summary**

The Cabinet considered a joint report of the Corporate Director of Adult and Health Services and the Director of Public Health on the County Durham oral health strategy. The report provided an overview of activity to date to tackle oral health inequalities across County Durham and included an update on the technical appraisal undertaken by Northumbrian Water to consider the feasibility of expanding the community water fluoridation scheme in County Durham, from the current scheme. The report also requested Cabinet approval on the next legislatively defined steps for community water fluoridation.

In December 2017 Cabinet agreed to commission Northumbrian Water to complete a detailed technical appraisal of how operationally viable it would be to expand the community water fluoridation scheme and what the cost implications would be to make the distribution equal across the County. The draft technical appraisal highlighted the operational features and cost implications of a proposed expansion of the County Durham Community Water Fluoridation Scheme, which will impact the residents of Sunderland, South Tyneside and a very small number of households within Darlington, Hartlepool, Stockton, Gateshead and Cumbria.

The report proposed that all affected Local Authority areas covered by the current scheme would be consulted to determine whether they would wish to participate in establishing a joint committee and progress a 12-week public consultation. The affected Local Authorities would have three months to respond. Not all affected Local Authorities who are part of the existing scheme will receive newly fluoridated water and therefore those authorities may not seek to participate in the joint committee.

The technical appraisal has identified that there is the operational ability to implement a community water fluoridation scheme covering all of County Durham, Sunderland and South Tyneside other than Barnard Castle and its surrounding area. Barnard Castle and the immediate surrounding population will not be part of the community water fluoridation scheme as their water is part of Teesside supply system.

As the proposal for the extension of the community water fluoridation scheme is fully inclusive of Sunderland and South Tyneside populations democratic processes require consideration across all three areas.

## **Decision**

The Cabinet:

1. Noted the progress made on the oral health action plan and next steps for delivery;
2. Noted the findings of the Northumbrian Water technical appraisal which includes the capital costs to be funded by Public Health England and the potential revenue costs to be sourced from Local Authority public health budget;
  - (a) Agreed to write to the Secretary of State for Health and Social Care to seek agreement that the scheme is considered to be operable and efficient;
  - (b) Subject to the Secretary of State for Health and Social Care confirming that the scheme is considered to be operable and efficient agree to write to the Local Authorities affected by the current scheme and invite them to notify the Council whether they are in favour of further steps being taken on the proposal;
  - (c) Provided the Local Authorities consulted do not oppose taking further steps on the proposals agree to participation in a Joint Committee and delegate to the Head of Legal and Democratic Services in consultation with the Leader the decision to nominate representatives from the Council to the Joint Committee and agree the Constitution of the Joint Committee.
  - (d) For the Joint Committee to undertake a public consultation as set out in 5(2) and 5(3) of the Water Fluoridation (Proposals and Consultation) (England) Regulations 2013 and for the Joint Committee to report the outcome of the consultation to Cabinet.

# Health and Wellbeing Board Annual Report 2018/19

## Summary

The Cabinet considered a joint report of the Corporate Director of Adult and Health Services, the Corporate Director of Children and Young People's Services and the Director of Public Health County Durham which presented the Health and Wellbeing Board Annual Report for 2018/19.

The Health and Social Care Act 2012 requires all upper tier local authorities to establish Health and Wellbeing Boards. The Health and Wellbeing Board was formally established as a committee of Durham County Council in April 2013. The Health and Wellbeing Board Annual Report outlines the key performance achievements of the Board. A new Joint Health and Wellbeing Strategy (JHWS) for 2020-25 is being developed with new priorities based on information from the Joint Strategic Needs Assessment linking with the new County Durham Vision for 2035 and key performance indicator areas for improvement including:

- (a) Reducing tobacco dependency in pregnancy;
- (b) Increasing the percentage of patients seen with face to face second contact within 9 weeks of referral to Child and Adolescent Mental Health Services;
- (c) Reducing falls, injuries and hip fractures in the over 65s;
- (d) Reducing the gap between the employment rate for those with a long-term health condition and the overall employment rate.

There are wider long-term system challenges to face including ensuring people live longer in good health, reducing life expectancy variations, improving healthy life expectancy in a climate of ongoing austerity and reducing health inequalities in places where people live, work, learn and play. The report proposed that the Health and Wellbeing Board Annual Report 2018/19 be presented through partner governance arrangements during October and December 2019 for endorsement.

## Decision

The Cabinet:

- (a) noted the work that has taken place in 2018/19 by the Health and Wellbeing Board;
- (b) endorsed the Health and Wellbeing Board Annual Report 2018/19;
- (c) noted that moving forward, the intent is to include more performance information in the Annual Report to demonstrate impact.

# **County Durham Health and Social Care Plan – Integrated Strategic Commissioning Function**

## **Summary**

The Cabinet considered a report of the Corporate Director of Adult and Health Services which provided an update on the development of an Integrated Strategic Commissioning function for Health and Social Care Services across County Durham. The report sought agreement on the proposed model for the Integrated Strategic Commissioning function and to its implementation from April 2020 for Health and Social Care Services across the whole life course. In April 2018 the proposed direction of travel in developing a Health and Social Care Plan for County Durham was approved. This was further developed and principles for the development of an Integrated Commissioning Model were agreed by Cabinet in March 2019. The report provided an update on the current national, regional and local context, with consideration of options for an Integrated Strategic Commissioning Function. Since March 2019 progress has been made in developing a model for Integrated Commissioning through a standard programme management approach. Cabinet considered the following options:

### **Option 1 - to retain existing arrangements**

Health and Social Care commissioning teams to continue to operate independently as they do now, recognising some services have already been jointly commissioned locally between the Council and Clinical Commissioning Groups (CCGs) i.e. Community Equipment, Carers' Services, Social Prescribing and the post diagnosis Autism Service.

### **Option 2 - to informally enhance current arrangements**

Teams working more closely and taking opportunity to commission together should the occasion arise.

### **Option 3 – to create a separate entity**

Set up of an independent “spin off” organisation that commissions across Health and Social Care.

### **Option 4 - To implement an Integrated Strategic Commissioning Function based on the principles agreed in March 2019, as set out below:**

- (i) Commissioning for Children and Adults across the whole life course.
- (ii) With the initial focus on Community Services it is acknowledged in line with national policy, that the direction of travel is for more hospital based services to be provided in the Community and so the model for Durham should in time include all Acute, Community and Mental Health services that relate to Durham.

- (iii) Working with existing and emerging elements on a potential Hub and Spoke model i.e. links with Primary Care Networks (including Teams Around Patients), the Mental Health and Learning Disability Partnership and the five CCGs operating across the Tees Valley.
- (iv) Joint Management arrangements reporting to the Corporate Director of Adult and Health Services and the Chief Officer, North Durham & Durham Dales, Easington and Sedgfield CCGs.
- (v) In line with the Community Services model, staff will retain their employment status with their own organisation and associated Terms and Conditions.
- (vi) The function will be hosted by Durham County Council giving opportunities to explore support to CCGs, for example in terms of legal advice.
- (vii) Enhanced existing connections with Primary Care to ensure the local influence of clinical leads across the Primary Care Network is maximised
- (viii) Both Durham County Council and the Clinical Commissioning Groups retain their statutory responsibilities and decision-making processes.

Potential impacts for each of the options are outlined below:

**Option 1** – things would continue to operate across organisations as they do currently, however, this would not maximise opportunities for more efficient ways of working, retains duplication in the system and does not maximise the use of resources or optimise outcomes.

**Option 2** – similar to the above, though there may be some instances where joint commissioning of services is possible should suitable occasions arise. Again, this would not necessitate significant change or reorganisation of work; however, this is a reactive approach that does not facilitate broader development activity or cultural change.

**Option 3** – this would give a very clear identity to the integrated commissioning function and achieve similar benefits to option 4 but very little is understood about such an approach and this would require set up of a new organisational structure with associated governance mechanisms in place.

**Option 4** – there are a number of potential benefits as shown below and this is a more proactive approach:

- Increased ability to influence the Children’s Health agenda
- Resources could be managed more efficiently, maximising the impact of the Durham Pound

- Provider market could be shaped more in line with requirements of the Durham system
- Leadership strengthened and working alongside integrated Community Services
- Joint Contract monitoring introduced to enable improved quality of service provision
- Reduced duplication to improve efficiency and processes
- The aim of all the above would be to improve outcomes for the people of County Durham

There are some unknowns that will also need to be considered, particularly the uncertainty over the green paper for Social Care and the role of the Integrated Care Partnership; these will need to be managed irrespective of any changes or models proposed.

To build on the work already done, Option 4 would be the logical recommendation at this point in time. An integrated management structure working in parallel with the Community Contract would enable the maximum use of the Durham pound, reduce duplication and commission better outcomes for the people of County Durham. The proposed model is in line with the central direction of integrating service to provide better care and more joined up working across the system.

## **Decision**

The Cabinet:

- (a) Noted the progress made since the previous report in March 2019;
- (b) Noted that this report is also being presented to the Governing Bodies of both North Durham and Durham Dales, Easington and Sedgefield Clinical Commissioning Groups;
- (c) Approved the progression of the joint management arrangements and associated delivery model as outlined in option 4.
- (d) Recognised there is detail to work through before implementation and agreed to the model being implemented from April 2020.
- (e) Agreed to receive further reports on the Integrated Strategic Commissioning Function once operational.

## **Director of Public Health Annual Report 2019**

### **Summary**

The Cabinet considered a joint report of the Corporate Director of Adult and Health Services and the Director of Public Health, County Durham which presented the 2019 annual report of the Director of Public Health for County Durham.

The production of an annual report on the health of the local population is a statutory requirement under the Health and Social Care Act 2012 and the local authority has a duty to publish the report. The report for 2019 focuses on the following:

- (a) Joint Strategic Needs Assessment/ Durham Insight
- (b) Update on the recommendations from the 2018 annual report
- (c) The Taylor family (one year on)
- (d) Mental health at scale
- (e) Healthy workforce

### **Decision**

The Cabinet received and agreed to publish the 2019 annual report of the Director of Public Health Annual Report.

## **In House Enforcement Service**

### **Summary**

The Cabinet considered a report of the Corporate Director of Resources which set-out proposals to establish an Internal Enforcement Agent Service for the collection of Council Tax, Business Rates, parking fines & fixed penalty notices, commercial rents, sundry debt and Housing Benefit overpayments. The report also outlined the benefit of adopting the Citizens Advice Council Tax Protocol for Council Tax collection and proposals to adopt this Protocol. The Tribunal, Courts and Enforcement Act 2007, The Taking Control of Goods Regulations 2013 and The Taking Control of Goods Fees Regulations 2014, regulate the Enforcement Agent industry, defining procedures and charges associated with the enforcement of Council Tax, Business Rates and sundry debt. The Council currently contracts with two external Enforcement Agents and the contract for these services ends on 30 June 2020. The Regulations have facilitated the introduction of internal or in-house Internal Agent Services in 11% of Councils, including Newcastle, Hartlepool and Stockton Councils locally. The report set-out proposals for the creation of an Internal Enforcement Agents Service, detailing the benefits and set-up cost and associated implications.

The new in-house service would be in place for 1 July 2020, supported by a contract with external Enforcement Agents for out of county debt and to provide resilience to the new service. The report also outlines the benefit of adopting the Citizens Advice Council Tax Protocol for Council Tax collection and proposals to adopt this Protocol.

## **Decision**

The Cabinet:

- (a) Approved the creation of an Internal Enforcement Agent Service – to be effective from July 2020; and
- (b) Agreed to adopt and sign-up to the Citizens Advice Council Tax Protocol from April 2020

## **Update on the delivery of the Medium Term Financial Plan 9**

### **Summary**

The Cabinet considered a report of the Director of Transformation and Partnerships that provided an update on the position of the delivery of the 2019/20 Medium Term Financial Plan (MTFP9).

Cabinet receives regular updates on the progress made by the Council in delivering the financial targets within the MTFP since 2011/12.

MTFP9 savings were agreed by Council in February 2019 and set a savings target of just under £10 million for 2019/20. This brings the overall savings target for the period from 2011/12 to 2020/21 to circa £251 million. At the current time there is significant progress towards these savings.

The development of MTFP10 proposals for 2020/21 is currently underway in order to meet the ongoing austerity. Proposals are being financially assessed and the implications on the equal treatment of client groups is being considered through equality impact screenings and assessments. Proposals are on track to be presented to Cabinet in February 2020.

## **Decision**

The Cabinet:

- (a) Noted the contents of this report and the amount of savings delivered during quarter 1 of the MTFP9 period.
- (b) Agreed to consider MTFP10 proposals once all information is available including Equality Impact screenings and assessments.

# **The County Durham Strategic Partnership Approach to Early Help for Children, Young People and Families**

## **Summary**

The Cabinet considered a report of the Corporate Director of Children and Young People's Services which presented the County Durham Strategic Partnership Approach to Early Help for Children, Young People and Families.

The purpose of the strategy is to set out the partnership vision, priorities and approach for providing effective, targeted and coordinated 'early help' in County Durham in order to address inequalities, promote opportunity and secure better outcomes for children, young people and their families. The strategy focuses on supporting family and community resilience. The strategy also outlines the collective responsibility across key partners for identifying children and young people who require additional help and support as well as our collective response to meet the needs of these children, young people and families at the earliest opportunity.

The strategy has been developed jointly with key partners and wider consultation undertaken to ensure the strategy is fully collaborative. Feedback from parents, carers, young people and children has also helped shape the approach. An updated performance management framework is being developed for the Early Help and Think Family Partnership to monitor success of this strategy. Performance exceptions will be escalated to the Integrated Steering Group for Children (ISGC).

The strategy was accompanied by an action plan setting out a range of key actions to be progressed over the coming year to ensure effective approaches are developed to deliver early help for children, young people and families in County Durham.

## **Decision**

That the strategy be received.

**The Cabinet resolved to exclude the press and public by virtue of paragraph 3 Part 1 of Schedule 12A of the Local Government Act 1972 during discussions on agenda item 14.**

**Future Residual Waste Procurement Arrangements  
[Key Decision: REAL/09/19]**

**Summary**

The Cabinet considered a report of the Corporate Director of Regeneration and Local Services on the procurement of a sustainable long-term residual waste treatment solution.

**Decision**

The Cabinet approved the recommendations contained in the report.

Helen Lynch  
Head of Legal and Democratic Services  
18 October 2019