



Report of Corporate Management Team

Jane Robinson, Corporate Director of Adult and Health Services

Councillor Lucy Hovvels, Cabinet Portfolio Holder for Adult and Health Services

Purpose of the Report

- 1 To seek approval, in accordance with the Council's Pay Policy, to create a Head of Integrated Strategic Commissioning. This post would be jointly funded between Durham County Council and the Durham Clinical Commissioning Groups (CCGs), in response to the development of a Health and Social Care Plan for County Durham and specifically the development of an Integrated Strategic Commissioning function.

Executive summary

- 2 The establishment of an Integrated Strategic Commissioning function under a new joint Head of Service is in line with the direction of travel for the integration of health and social care in County Durham and follows on from the Integration of Community Services in October 2018. The benefits of integrating commissioning are anticipated to be:
 - a) Increased influence on the Children's Health agenda.
 - b) More efficient use of resources, maximising the impact of the Durham Pound.
 - c) Shaping of the provider market more in line with requirements of the Durham system.
 - d) Strengthened leadership and working alongside Integrated Community Services.
 - e) Joint Contract monitoring to enable improved quality of service provision.
 - f) Reduced duplication to improve efficiency and processes.
 - g) To improve outcomes for the people of County Durham.

- 3 The new post has been evaluated at Head of Service Band 1 and joint management arrangements for the post are required, reporting to the Corporate Director of Adult and Health Services and the Chief Officer, North Durham and Durham Dales, Easington and Sedgefield CCGs.
- 4 Once an appointment is made a review of the staffing structures will take place across the Council and CCG's to ensure structures are fit for purpose.

Recommendation(s)

- 5 Council is recommended to:
 - (a) approve the establishment of a Head of Integrated Strategic Commissioning within Adult and Health Services, at HoS Band 1, jointly funded by Durham County Council and North Durham and Durham Dales, Easington and Sedgefield CCGs;

Background

- 6 In County Durham, there is a strong and long-standing track record of effective partnerships and integrated working which is well established. The Council and CCGs have also jointly commissioned in areas such as community equipment, carers services, social prescribing and post diagnosis autism service.
- 7 Since 2018, progress has been made in integrating Health and Social Care and the Integrated Commissioning Group has developed options for an Integrated Strategic Commissioning function that will capture commissioning for Children and Adults across the whole life course.

Main implications

- 8 Durham County Council will host the Integrated Commissioning Function with joint management arrangements required reporting to the Corporate Director Adult and Health Services and the Chief Officer, North Durham and Durham Dales, Easington and Sedgefield CCGs.
- 9 The Head of Integrated Strategic Commissioning will be responsible for budgets of c.£1bn covering all the community services commissioned by both Durham County Council and the Durham CCGs.
- 10 Durham County Council and the CCGs would retain their statutory responsibilities and decision-making processes. The existing connections with Primary Care will be enhanced to ensure the local influence of clinical leads across the Primary Care Network is maximised.
- 11 The integrated team for commissioning will follow the same approach adopted within the Community Services model where staff retain their employment status with their own organisation and associated terms and conditions of employment.

Head of Integrated Strategic Commissioning

- 12 The role profile for this post is attached at Appendix 2.
- 13 The position has been subject to evaluation using the Local Government Association (LGA) Senior Scheme, which is consistent with the process for grading all Heads of Service and Strategic Manager posts within Durham. The evaluation for the Head of Integrated Strategic Commissioning equates to HoS Salary Band 1 (£116,744 pa).
- 14 In accordance with the council's Pay Policy Statement 2018/19, the creation of any new post paying over £100,000 pa, requires approval from full council.

Conclusion

- 15 This report proposes the creation of a new Head of Integrated Strategic Commissioning in order to lead an Integrated Strategic Commissioning function for the Council and CCGs that will capture all ages i.e. commissioning for Children and Adults across the whole life course.

16 Background papers

- None

Other useful documents

- Previous Cabinet reports: April 2018; March 2019; October 2019

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Appendix 1: Implications

Legal Implications

In accordance with the requirements of the Transparency Act and the council's Pay Policy Statement 2018/19, the new Head of Service post will require approval from full council.

Finance

The costs of this new post – estimated at £151,159 pa including on costs – has been factored into the Better Care Fund (BCF) planning and will be jointly funded by the council and the two Clinical Commission Groups from BCF resources.

Consultation

Consultation will take place with senior officers within both the Council and CCG.

Equality and Diversity / Public Sector Equality Duty

None

Human Rights

None

Climate Change

None

Crime and Disorder

None

Staffing

The establishment of a new Head of Integrated Strategic Commissioning will provide leadership to the proposed Integrated Commissioning Function. As a result of this appointment, consideration of staffing structures in both organisations will take place to ensure they are suitably fit for purpose.

Accommodation

None

Risk

By failing to create this role progress against an agreed position of developing an Integrated Strategic Commissioning Function will be detrimentally affected and progress will not be made to enable the achievement of anticipated benefits.

Procurement

None

Appendix 2: Role Profile

Job Title: **Head of Integrated Strategic Commissioning**

Accountable to: Joint management arrangements reporting to the Corporate Director of Adult and Health Services and the Chief Officer, North Durham and Durham Dales, Easington and Sedgefield CCGs.

Direct Reports: To be developed as part of new structure

Job Purpose: To provide strategic leadership on behalf of the County Durham Health and Care System for the development, implementation and operation of an integrated strategic commissioning function for County Durham.

Role Specific Key Result Areas:

- Lead on the implementation and delivery of the integrated commissioning function; associated staffing structures and operating procedures, as a senior manager of both Durham County Council and the Durham CCGs in conjunction with the Integrated Commissioning Group.
- For the NHS this is a Governing Body level appointment operating in accordance with the specific requirements of the CCG constitution. As such the Director will share responsibility as part of the team to ensure that the CCG exercises its functions effectively, efficiently, economically, with good governance and in accordance with the terms of the CCG constitution as agreed by its members.
- To be responsible for all matters in relation to strategic commissioning across health and social care, covering the whole life course. Lead the development and delivery of an integrated commissioning strategy and market position statement.

- Develop and implement a programme that encourages and supports commissioning staff and functions to operate within the integrated commissioning function and explore all opportunities for closer alignment of staff and systems, joint work and system savings.
- To identify strategic commissioning priorities based on population intelligence in line with DCC/CCG priorities and ensure long-term strategic planning for commissioned services using the data and intelligence available to the system partners.
- To establish effective and dynamic relationships with internal and external stakeholders including elected members, Governing Body members, senior colleagues in other agencies, staff, regulatory bodies, independent and voluntary sector providers, communities and services users.
- Lead on market oversight through the monitoring of contracts and effective provider relationship management to ensure the delivery of high-quality, cost-effective, diverse and sustainable services in line with individual, Council, CCG and legal requirements.
- Work with senior finance colleagues across the system to develop a framework to measure the impact of commissioning strategies on the long-term financial model and annual operating plans, ensuring effective benchmarking of efficiency and value for money as part of the annual service transformation and redesign programme.
- Take a systematic approach to budget management, reviewing costs, efficiencies and investments working closely with finance colleagues. Be responsible for appropriate commissioning budgets for each organisation and any relevant Sec 75 Agreements or pooled budgets across the health and social care partnership.
- Lead the strategic and operational delivery of plans, leading innovation and transformational change across a range of commissioned services.
- Understand asset-based and preventative approaches and lead on developing strategies that maximise independence, early intervention and community capacity in conjunction with the Director of Public Health.
- To support the Integration Board to review and recommend appropriate governance arrangements across both organisations to ensure effective streamlined and integrated decision making.

- Work with clinical and other colleagues to ensure effective quality improvement frameworks are in place to optimise the commissioning of the highest quality of care and maximise market stability and diversity.
- Maintain an oversight of all services that are jointly commissioned to ensure they are effectively managed so that partners' individual statutory responsibilities are met, and appropriate recovery planning processes are in place where necessary.
- Recommend through commissioning strategies the decommissioning of services as necessary including leading on the decommissioning of services where appropriate.
- Ensure robust commissioning arrangements are in place for the delivery of integrated care and ensure effective relationships are in place with the Director of Integrated Community Services and local Primary Care Networks.
- Ensure a corporate approach which provides visible and effective leadership and which focuses on outcomes for customers and the community on behalf of both the CCG and DCC
- Support the development of partnership arrangements that ensure co-operation and collaboration between all stakeholders.
- To ensure effective arrangements are in place for the involvement of user/carer/patients/ public and voluntary sector representatives in the commissioning of health and social care services.
- Carry out the decisions of Cabinet and the CCG Governing Body ensuring they are implemented effectively and efficiently.
- To ensure corporate responsibilities are fulfilled in relation to health and safety, information governance, people management, budget and risk management.
- To understand and manage the interface with the emerging Integrated Care Partnership (ICP) and represent the County Durham system and the broader NHS on a regional/national level as required.
- To operate within the expected standards, values and behaviours for both organisations, displaying appropriate leadership at all times.
- Deliver all activities in line with the public sector equality duty and address areas of discrimination.

General Duties:

HEALTH & SAFETY

You have the responsibility to work in compliance with all current Health and Safety legislation and the relevant Health and Safety Policies of both organisations and to attend any training requirements both statutory and mandatory in line with the legal responsibility to comply with the Health and Safety at Work Act 1974.

You have an obligation under the Employment Rights Act 1996 in ensuring good physical working conditions and that health and safety standards are maintained throughout the organisations.

You must have regard at all time to your own health and safety and that of your colleagues and visitors to related premises. Any hazards or accidents must be reported immediately to your manager and this should be documented on the appropriate form.

INFECTION CONTROL

It is the responsibility of all individuals to comply with infection control policies and to attend any appropriate training requirements.

INFORMATION GOVERNANCE

You have a legal duty of confidence to patients/service users. Breaching confidence can be a serious disciplinary offence.

You are required to preserve the confidentiality of any information regarding patients, service users and staff (in connection with their employment), and DCC/ CCG business. This obligation shall continue indefinitely.

You are subject directly or indirectly to the Data Protection Act. This Act covers the confidentiality of personal information held on computer and manual systems. Every employee is now personally liable to respect and protect the confidentiality of the information they enter, process, encounter and should not discuss this information or disclose it to any unauthorised person or company. Anyone who discloses personal information, intentionally or otherwise, can be sued for damages by the individual affected and the person concerned will be subject to the relevant disciplinary procedures.

DBS

This post is subject to the Rehabilitation of Offenders Act (Exceptions Order) 1975 and as such it will be necessary for a submission for Disclosure to be made to the Disclosure and Barring Service to check for any previous criminal convictions.

TRAINING AND DEVELOPMENT

You must:

- a. Complete any statutory and mandatory training as required.
- b. Ensure that you and all other staff for whom you are responsible complete their statutory and mandatory training requirements.
- c. Ensure systems and processes are in place to enhance your personal development and that of all staff for which you are responsible and that this is reviewed and training needs are identified.

SAFEGUARDING

All staff have a responsibility for safeguarding and protecting adults and children from abuse, regardless of the setting in which the care takes place. You must remain mindful of safeguarding when commissioning services and use the expertise of Designated professionals when developing service specifications. All staff need to be aware of relevant policies in relation to safeguarding and must take part in training as identified.