

County Council

20 June 2018

Appointment of a Director of Integrated Community Services



Report of Corporate Management Team

Jane Robinson, Corporate Director of Adult and Health Services

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

Purpose of the Report

- 1 To briefly outline for Council the background to developing a Health and Social Care plan for County Durham.
- 2 To provide Council with information in respect of the associated governance arrangements, specific to the proposed joint appointment with the NHS of a Director of Integrated Community Services, pending Council agreeing the creation of the post in line with the Council's pay policy.

Background

- 3 A report was presented to Cabinet on 11 April 2018 in relation to developing a Health and Social Care Plan for County Durham. This was a joint report between Durham County Council and Durham Dales, Easington and Sedgefield (DDES) and North Durham (ND) Clinical Commissioning Groups (CCGs) and as such was also presented through the CCG Governance arrangements and endorsed at the Joint CCG Governing Bodies meeting on the 15 May 2018.
- 4 Integration has been a key policy driver for many years within health and social care. Most recently, the Five-Year Forward View and the Care Act 2014 outlined the need to design and implement services around individuals and their communities, to further enhance pathways and joint service provision across health and social care.
- 5 In February 2018, the NHS England (NHSE) 18/19 planning guidance was clear in articulating the expectation that Integrated Care Systems would need to develop to enhance the quality of health and social care.

- 6 There is a strong track record of integrated working in County Durham, based on effective partnerships, most recently evidenced through the introduction of Teams Around the Patients model (TAPs) across the county, this acknowledges that more care should be delivered in a community setting through better integration of provision.
- 7 The next phase of the Health and Care Plan for County Durham is to develop a Joint Strategic Commissioning Function and to implement new integrated governance arrangements.

Current Management Arrangements

- 8 To underpin and further develop the integration of services across the health and social care system in County Durham, the temporary post of Director of Integration was established in January 2017 for a two-year period. This role has been instrumental in developing a Memorandum of Understanding for the County Durham Accountable Care Network and implementing the TAP's model.
- 9 Following a recruitment process led by the CCGs, the Head of Adult Care for the Council was seconded to this position in January 2017. Whilst she remains an employee of Durham County Council in terms of existing terms and conditions of employment, her salary is paid from the Better Care Fund (BCF), which is held by the Council on behalf of the Integration Board.

Proposed arrangements

- 10 A new specification has been developed for the recently commissioned NHS Community Services contract, which places integration at its centre. This will require NHS community services to be managed alongside Adult Social Care services. Agreement has been reached to have an integrated management board with direct service delivery of NHS Community and Adult Social Care services being overseen by a Director of Integrated Community Services on behalf of all partners.
- 11 The Director of Integrated Community Services will replace the Director of Integration role therefore meaning the establishment of this new role would be cost neutral. The post will be employed on behalf of the whole system, to lead and manage NHS and Adult Social Care direct service delivery and will be jointly funded through the Better Care Fund.
- 12 Working on behalf of all organisations in County Durham, the Director of Integrated Community Services will ensure that service provision and development is truly integrated. The post holder will be accountable for the delivery of strategic, operational and financial performance of the County Durham Integrated Community Services.
- 13 The budget for integrated community based services is being scoped as part of the work to develop a Joint Strategic Commissioning function; in total, this is likely to be in excess of £650 million.

- 14 The wider benefits of an integrated approach include:
- Faster improvements in care with improved outcomes for local people through an agreed performance system;
 - Collective resources being used more efficiently to maximise the impact of the Durham pound to benefit our communities;
 - Improved focus on joined up solutions;
 - Maximising the skills available across the wider health + social care workforce;
 - Improved health outcomes across whole populations;
 - An improved approach to prevention resulting in the management of avoidable demand and reduction in unwarranted variations in health and/or care;
 - Less duplication and fragmentation across the system providing an easier system to navigate for patients, service users and staff.
- 15 An integrated senior management team with senior officers responsible for community and adult social care services will report to the Director of Integrated Community Services. The Director in turn will report to respective organisational governance arrangements to ensure that service delivery is in line with relevant regulatory standards. Staff working within the system will however retain their current employment arrangements with their existing employers.
- 16 Within this governance structure, each organisation will retain its own scheme of delegation, accountability and decision-making. The Director of Adult and Health Services will retain the statutory role of the Director of Adult Social Services.

Director of Integrated Community Services

- 17 The Job Description and Person Specification for this post are attached in Appendix 2.
- 18 HR has moderated the remuneration level for this post at £130,000 and this reflects the current salary arrangements. The post will be funded by the Better Care Fund, which is pooled health and social care funds held by the Council to support integration. Therefore this will be cost neutral to the existing arrangements.
- 19 In line with the Council's Pay Policy Statement 2018/19 the creation of any new posts paying over £100,000 are required to be presented to Council for approval.

- 20 Whilst the Council is the employer, the management of this post is a collaborative arrangement and the appointed officer will be responsible to the Corporate Director, Adult and Health Services, the Chief Executive and County Durham and Darlington NHS Foundation Trust and the Chief Operating Officer for the North Durham Clinical Commissioning Group.
- 21 Pending Council agreement to the creation of the post, the post will be advertised and the Corporate Director for Adult and Health Services will be the lead officer for the appointment panel in line with the Council's Recruitment and Selection Policy and Procedure.

Recommendations and reasons

- 22 Council is asked to:
- (a) Approve the creation of the post of Director of Integrated Community Services;
 - (b) Agree that recruitment arrangements can progress to ensure that there are effective governance arrangements in place with regards to the continuing integration of Health and Social Care Services.

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Appendix 1: Implications

Finance – The costs associated with the recruitment to this post will be covered through the use of the Better Care Fund and do not exceed the current costs of existing arrangements.

Staffing – Advice of HR has been sought through the development of this role and will continue during the recruitment process, which will follow relevant policies and procedures.

Risk – Failure to establish and appoint to this post would have significant implications for the wider health and social care system and the aspirations of all partners to deliver integrated health and social care for local residents.

Equality and Diversity / Public Sector Equality Duty – Recruitment would be done in line with relevant policies.

Accommodation – N/A

Crime and Disorder – N/A

Human Rights – N/A

Consultation – N/A

Procurement – N/A

Disability Issues – N/A

Legal Implications – The Localism Act 2011 requires the Council to approve a Pay Policy Statement which can be amended by Council during the financial year. In accordance with the statutory guidance issued, the Council's statement requires Council approval prior to the creation of a new post attracting a salary in excess of £100,000.