

TITLE OF REPORT: **Establishment of post: Director of Joint Commissioning, Performance and Quality (Care, Wellbeing & Learning)**

REPORT OF: **Sheena Ramsey – Chief Executive**

Purpose of the Report

1. To seek Cabinet approval to recommend to Council to establish this post to ensure the Care, Wellbeing & Learning Group has the strategic capacity to jointly commission (with Newcastle Gateshead CCG) Children's, Adults' and Public Health services.

Background

2. The Care, Wellbeing and Learning Group establishment includes a post of Service Director – Health and Social Care Commissioning & Quality Assurance. This post was created in 2015 during a Group re-structure and replaced two previous Service Director posts (one which focussed on Children's commissioning with the other focussing on the commissioning of Adults' services). The grade of the current Service Director post is Service Director Band 2 (£63,929 to £78,134).
3. The current Service Director post has never been filled permanently and has been occupied by two interim appointees. The current interim Service Director has agreed an extension to his contract until 31 March 2018 or until the recruitment of the permanent director post is completed.
4. The Strategic Director, Care, Wellbeing & Learning and other senior colleagues in the Group have been working with the Newcastle Gateshead CCG to identify opportunities for integrating services with the explicit aim of improving the health and wellbeing outcomes for the population in Gateshead.
5. The discussions between health and care senior leaders in Gateshead have resulted in three evolving pieces of work over the last year:
 - (i) The operation of the Gateshead Care Partnership since October 2016, as the interagency provider vehicle which oversees the implementation of the recently secured community health services contract for the borough.
 - (ii) The informal health and wellbeing board pre meeting of senior officers from the statutory bodies represented at the board, since April 2017.
 - (iii) The Accountable Officer Partnership across Newcastle and Gateshead (comprising the six accountable officers, their most senior directors and the two directors of public health) published a 'statement of intent' in January 2017 describing its ambition to bring together health and care services.

6. A report was presented at the Care, Health & Wellbeing Overview & Scrutiny Committee on 31 October which updated the Committee on integration opportunities and described a shared vision and areas for early integration identified by health and social care partners.
7. Part of the ongoing discussions between the Council and Newcastle Gateshead CCG has been the proposal to establish a post of Director of Joint Commissioning. The creation of a joint director post will assist both organisations to review and where possible align their strategic and operational commissioning arrangements. This will have a significant impact on the aim, as described above, of improving the health and wellbeing outcomes for the population in Gateshead. In addition both organisations have identified significant cost savings over the next two financial years associated with the commissioning of health and social care services. This is coupled with a number of current budget proposals within the Council the objective of which is to 'manage demand' in the Children's and Adults' services.
8. Outline discussions have been held on the governance arrangements connected with the joint working arrangements and the establishment of the proposed joint post. These initial discussions will need to be extended to cover key issues such as: shared vision/objectives, contracting arrangements, the scope of services to be covered and, as appropriate, the pooling of resources.

Proposal

9. It is proposed to delete the current post of Service Director – Health and Social Care Commission & Quality Assurance.
10. It is further proposed to create a post of Director of Joint Commissioning, Performance and Quality. This new post will have a broader remit and will have a particular focus on the integration agenda. This will involve leading and participating in the development and implementation of joint commissioning arrangements as appropriate between Gateshead Council, the NHS and other key partners. The new post will also lead the further development of strategic commissioning aimed at delivering improved outcomes and value for money. The social care market in the borough has shown signs of instability in recent years. Therefore, this new post will oversee the development of a sustainable market for health and social care within Gateshead.
11. Due to the expansion of this role and its impact on the delivery of efficiency savings and the plans to manage demand, it is therefore proposed that the post be established at Service Director Band 3 (£77,767 to £95,044).
12. The joint working arrangements, including the governance and associated management arrangements will be subject to a 12 month review to ensure the anticipated benefits for the Council have materialised.

Recommendations

13. It is recommended that Cabinet agrees and recommends to Council the deletion of the current post of Service Director and the creation of the post of Director of Joint Commissioning, Performance and Quality - Service Director Band 3.

14. Furthermore, that the joint working arrangements be subject to a 12 month review following implementation.

For the following reasons:

- i. To enable the Care, Wellbeing and Learning Group, in partnership with the Newcastle Gateshead CCG, to identify and deliver opportunities for integrating services with the explicit aim of improving the health and wellbeing outcomes of Gateshead's population.
- ii. To enable continued improvement in the strategic management of commissioned services and to enable the delivery of all social care and public health services in a more efficient and effective way.

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APPENDIX 1

Policy Context

1. The Council is operating in a challenging national policy context which has been compounded by government funding reductions and announcements that indicate further significant reductions in resources available for local government.
2. The reorganisation of the strategic management of commissioned services and integration will assist in the delivery of Vision 2030 and in the implementation of the Council's Corporate Priorities as set out in the Council Plan 2015-2020 and its policy framework, in particular: the implementation of efficiency savings and strategies for managing demand in the Children's, Adults' and Public Health services.

Consultation

3. Extensive consultation has taken place with relevant directors at the Newcastle Gateshead Clinical Commissioning Group regarding the establishment of this post and future operating arrangements. The Leader and relevant Portfolio holders have been consulted on the proposals set out in this report and are supportive of the recommendations, subject to the joint working arrangements being reviewed 12 months following implementation. The Council's recognised trade unions have also been consulted on the proposal and have not raised any objections.

Alternative Options

4. The proposals put forward are the optimum response to the demands placed on the Council, as set out in this report. While one alternative option would be to make no change to the current post, this would not make the positive contribution toward achieving the aims set out within this report or meet requirements to integrate.

Implications of Recommended Option

5. Resources:

- a) **Financial Implications** – The Strategic Director, Corporate Resources confirms that there is an increased cost of £24,230 (including Employer's on-costs) arising from the change in the establishment bringing the total cost of the post to £135,070 (including Employer's on-costs) at the top of the grade. However, as this is a joint health and social care commissioning director post this will be off-set by a contribution by Newcastle Gateshead CCG which will initially cover 30% of the cost of this post. Further discussions will be held with the CCG on whether their contribution to the cost of the post should rise to 50%.
- b) **Human Resources Implications** – there no direct Human Resource implications arising from this report as the current interim postholder has confirmed his intention to end his interim arrangement on 31 March 2018 or until the recruitment of the permanent director post is completed. To ensure

the widest field of suitable candidates are attracted this new post will be advertised externally.

c) Property Implications – there are no property implications arising directly from the proposals in this report.

6. **Risk Management Implication** - There are no specific risk management implications arising from this report.
7. **Equality and Diversity Implications** - There are no specific equality and diversity implications arising from this report.
8. **Crime and Disorder Implications** – There are no specific crime and disorder implications arising from this report.
9. **Health Implications** - There are no specific health implications arising from this report.
10. **Sustainability Implications** - There are no specific sustainability implications arising from this report.
11. **Human Rights Implications** - There are no specific human rights implications arising from this report.
12. **Area and Ward Implications** - There are no specific ward implications arising from this report.