

DEVELOPING JOINT COMMISSIONING ARRANGEMENTS FOR THE DEVON FOOTPRINT WITH THE NHS CLINICAL COMMISSIONING GROUP

Report of the County Solicitor & the Chief Officer for Adult Care and Health

Recommendation: that the Committee:

- (a) endorse the proposals and note the resultant changes for the Head of Adult Social Care Commissioning
- (b) note within the proposal that there will be 2 joint posts operating across the geography of the county of Devon, one being the DCC employed Head of Adult Social Care Commissioning the other being the NHS employed Joint Associate Director of Commissioning
- (c) Approve the change of job title for Tim Golby from the Head of Adult Social Care Commissioning to Joint Associate Director of Commissioning.
- (d) Note the induction/orientation proposal for the NHS employed manager.

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### **1. Introduction**

- 1.1. The County Council has been working with the 2 Devon CCGs to develop joint commissioning arrangements.
- 1.2. An opportunity has arisen to consider some leadership arrangements in the DCC footprint of the Devon system around integrated commissioning following the recent CCG restructure.
- 1.3. This proposal will complement the integrated commissioning design and other changes taking place around co-location at County Hall and risk sharing arrangements.
- 1.4. The key reason for progressing with these changes is:-
  - It will benefit our population and make more likely delivery against the 4 STP strategic priorities of:
    - Enable more people to be health and stay healthy
    - Enhance self-care and community resilience
    - Integrate and improve community services in people's homes
    - Delivery of modern, safe and sustainable services.
- 1.5 Plus early adoption of these arrangements is also likely to:
  - Improve alignment of NHS and social care activity (planning, delivery and efficiency of processes)
  - Provide single leadership contact and focus to key commissioning partners including NHS providers, District Councils, Independent sector contractors and the voluntary sector partners
  - Demonstrate clear commitment to commissioning staff across the CCG and the County Council that a new model of integrated commissioning is being constructed whilst concurrently co-locating staff onto the new County Hall site as part of the model of commissioning.
  - Bring financial savings as we join up processes and commissioning activity and governance across health and care.

## **2. The Proposal**

- 2.1. The proposal is to test new leadership arrangements for a 12 month period with effect from the 1<sup>st</sup> April 2019. The proposals use existing posts/postholders. There will initially be 2 joint leadership posts with an option add a third post at a future date. This is shown in Appendix A.
- 2.2. One of the joint posts is the current Head of Social Care Commissioning, Tim Golby. The other is an NHS employed role – Joint Associate Director of Commissioning – These 2 employees would be seconded into the new joint roles for a period of 12 months.
- 2.3. The model agreed is a hybrid of place based leadership and lead coordination (LC) of specific commissioning areas. This is also shown in Appendix A.
- 2.4. As the integrated commissioning approach is being established there will need to be considerable flexibility on working style, approach and portfolio's as appropriate. Both joint posts will represent functions and other place based geographies as appropriate operating a matrix approach to commissioning activity.

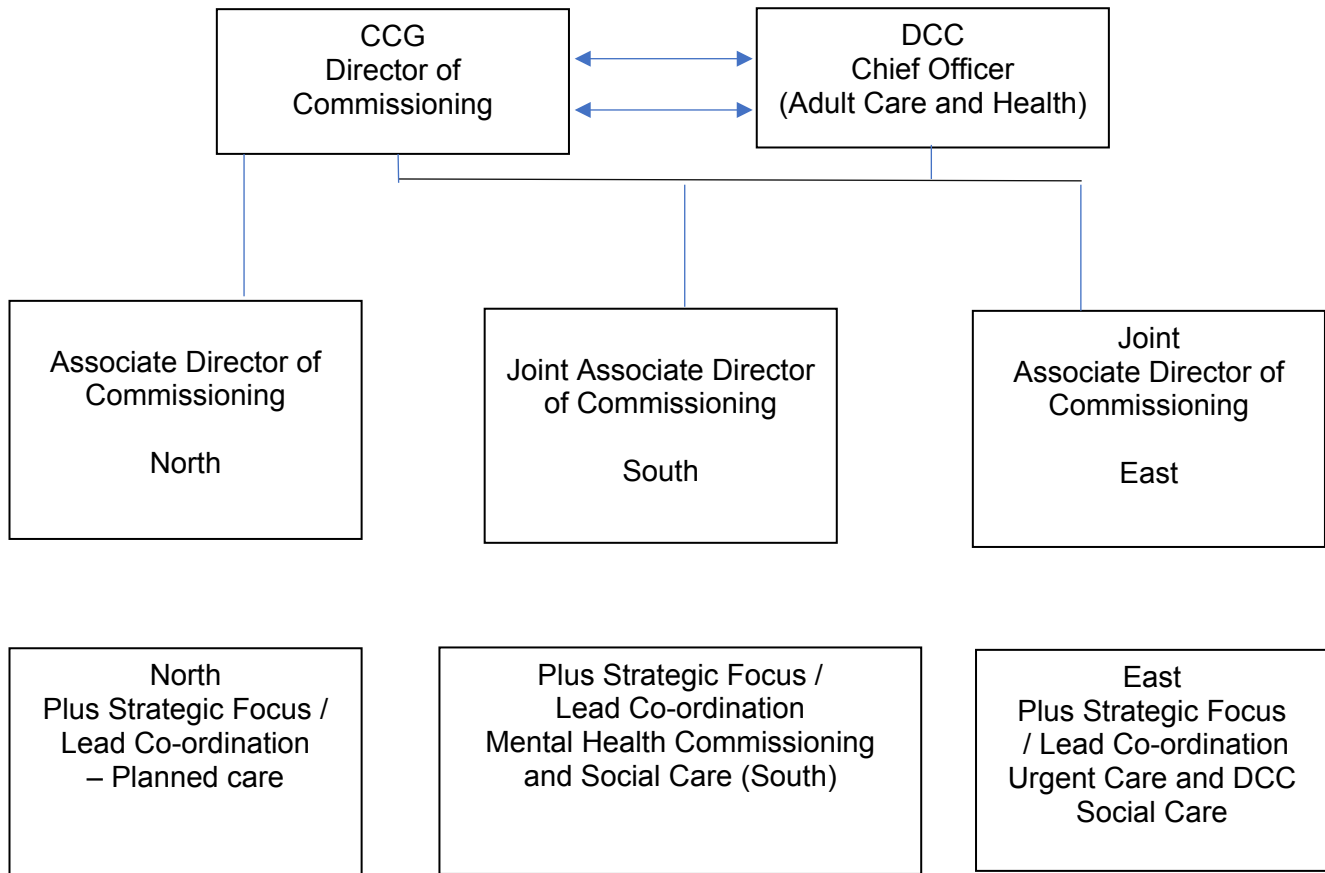
## **3. Financial and Other Implications**

- 3.1. The Clinical Commissioning Group will fund 50% of the employment costs of the new role that Tim Golby will undertake. There is no proposal to make any changes to their salary.
- 3.2. A revised job description has been drafted to explain/expand upon the revised responsibilities for the new role of Joint Associate Director of Commissioning. This will be further developed as these arrangements are tested over the next 12 months and reviewed at the end of the period.
- 3.3. As a result of the new responsibilities there is a need to create some capacity. Therefore some of Tim Golby's currently responsibilities will be delegated on a temporary basis to a member of his team. It is proposed that the areas identified will be offered to one of his current 6 direct reports following an internal process. The identified person will continue to report to him, with Tim remaining accountable for these areas of activity.
- 3.4. Adult services, with support from other service areas, will need to ensure the induction/orientation of the NHS employee who will undertake the 2<sup>nd</sup> new joint leadership post. This is to ensure that they are aware of the DCC financial, policy, process and political responsibilities whilst operating in a joint management role.
- 3.5. A report at the end of the 12 month period will confirm the outcomes of the testing of the new management arrangements and the proposal for the longer term.

## **4. Conclusion**

- 4.1. It is recommended that the Appointments and Remuneration Committee consider and agree the proposals.

**Commissioning Directorate – CCG (DCC Footprint)**



**Jan Shadbolt, County Solicitor &  
Jennie Stephens, Chief Officer for Adult Care and Health**

[Electoral Divisions: All]

**Local Government Act 1972: List of Background Papers**

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| <b><u>Background Paper</u></b> | <b><u>Date</u></b> | <b><u>File Reference</u></b> |
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