

**REPORT TO:** East Lothian Council

**MEETING DATE:** 23 April 2013

**BY:** Chief Executive

**SUBJECT:** Integration of Health and Social Care:  
Proposed Shadow Partnership Arrangements

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## **1 PURPOSE**

1.1 The Purpose of this report is to;

- i) Seek approval for the establishment of a Shadow Partnership to plan for the establishment of a formal Health and Social Care Partnership in East Lothian
- ii) Seek approval to appoint a Jointly Accountable Officer.

## **2 RECOMMENDATIONS**

2.1 Members are asked to;

- i) Approve proposals to establish a Shadow Partnership
- ii) Nominate four Elected Members to serve on the Shadow Partnership
- iii) Nominate one Elected Member to act as the Vice-Chairperson of the Shadow Partnership
- iv) Approve the process of appointment for the Jointly Accountable Officer set out at paragraph 3.10
- v) Note that all seven existing Heads of Service and the existing General Manager of East and Midlothian Community Health Partnership will make up the pool of candidates for this post.

### **3 BACKGROUND**

- 3.1 At its meeting on 26 February 2013, the Council received a report providing an update on the integration of health and social care. Members approved a recommendation to “request that a report with proposals to establish shadow partnership arrangements is brought forward for approval by April 2013”. This paper brings together the key elements of discussion surrounding the development of a Shadow Health and Social Care Partnership that have taken place to date and synthesises the main points into a specific set of proposals.
- 3.2 The Shadow Partnership’s purpose will be to ensure that the Single Outcome Agreement for East Lothian is progressed by supporting the national Integration Outcomes which the Partnership will become accountable for. The Partnership’s remit is set out at Appendix 1.
- 3.3 The Scottish Government will legislate for arrangements that confer voting rights on statutory members of the Health and Social Care Partnership Committee, and strengthen these arrangements by legislating to require additional membership of the Committee covering professional, carer, user and public interests.
- 3.4 In advance of the establishment of the formal Health and Social Care Partnership Committee, a Shadow Partnership will be required. There will be eight members of the Shadow Partnership comprising four Non-Executive NHS Board Members (one of whom will be the Partnership representative) and four Elected Members of East Lothian Council. The Council is invited to nominate four Members to attend the Board, and it is suggested that this includes three Members of the Administration and one Member of the Opposition.
- 3.5 In the event that formal decisions are required, these will be the voting members. The Shadow Partnership will be strengthened by additional membership of the committee covering professional, carer, user and public interests.
- 3.6 For the first two years, the Chairperson will be selected from the NHS Lothian members whilst the Vice Chair will be selected from the Council Elected Members. These positions will alternate annually thereafter with a member of the Council assuming the chair in 2015.
- 3.7 The position of Chairperson has now been filled by Mr Mike Ash, who is currently the Chair of East Lothian Community Health Partnership Sub-Committee and a member of Lothian Health Board. The Council is invited to nominate a Vice-Chair for the period up to 2015.
- 3.8 The Partnership will also include the two Chief Executives who will not be voting members but will attend meetings and provide advice and oversight.

- 3.9 The Scottish Government has reaffirmed its commitment to the appointment of a Jointly Accountable Officer for each partnership. This post will be at Chief Officer level for the Council and its equivalent in the Health Board.
- 3.10 Discussions are now well advanced with NHS Lothian regarding the process for making this appointment in East Lothian. A job description is currently being finalised for assessment and grading by both parties. A recruitment timetable has been provisionally agreed. Arrangements for the appointment process are as follows;
- The appointment process will follow the model previously used to appoint Chief Officers to the Council in 2012
  - The appointment panel will be made up of the four Elected Members and four NHS non-executive members of the Shadow Partnership; the Chief Executives of the Council and NHS Lothian; a senior HR advisor from NHS and the Council; an independent external adviser (see 3.11)
  - Applications will be invited between 24<sup>th</sup> April and 3<sup>rd</sup> May 2013 with interviews anticipated at some point after 13<sup>th</sup> May 2013.
  - Prior to completion of the appointment process by the appointment panel, an induction process for members of the Shadow Partnership will be arranged. This will enable members to discuss the role of the Partnership and prepare them for the appointment process
  - The aim is to conclude the appointment process before the summer recess
  - The successful candidate will be appointed with effect from 1 August 2013 and will be based in John Muir House. It will up to the successful candidate to decide whether they wish to be an employee of the Council or the NHS.
- 3.11 Recognising the significance of the proposal being made, it will be necessary to appoint a suitably qualified and experienced independent adviser to assist and act as a sounding board to the Chief Executives. An external management consultant will need to be procured to:
- Provide an expert opinion on the process itself
  - Provide expert advice and guidance and act as Independent HR Adviser throughout the appointment process
- 3.12 In addition to their role within Adult Wellbeing services, the Jointly Accountable Officer will take on responsibility for NHS services in East Lothian and will carry Lothian wide NHS responsibilities which are still to

be agreed. The postholder will be accountable to the Chief Executives of both the Council, and the Health Board.

- 3.13 The postholder will be expected to work together with Chief Officers within the Council and the Health Board, Elected Members and non-executive Health Board directors as well as the complete range of stakeholders to manage the transition period from the current arrangements to the full establishment of the Health and Social Care Partnership in order to ensure strong management and governance of NHS and Council services.
- 3.14 The Partnership will be supported by senior strategic officers from both the Council and the CHP who will attend Board meetings.
- 3.15 The Shadow Partnership's remit will be to establish a Health and Social Care Partnership (HSCP) for Adult Services and to direct the workstreams required for this. The Partnership will work with East Lothian Council and NHS Lothian to consider extending the range of service provision that could be included in the Partnership's scope e.g. Children's Services.
- 3.16 It is important to note that the Partnership's role at this point is not to manage services. Current service management, reporting and accountability arrangements will remain in place up until the point that the HSCP assumes formal responsibility for these, although the Partnership will develop management arrangements following the appointment of the Jointly Accountable Officer.
- 3.17 Senior Officers will prepare a workplan for the Partnership that is based upon the five strategic workstreams already underway to plan for the integration of health and social care. Workstreams will be delivered jointly by senior officers from both the Council and the CHP bringing in other stakeholders as and when required. Strategic leads for the workstreams have already been identified by the Council, and parallel leads from the NHS will now need to be agreed. The key workstreams are;
  - Finance and IT
  - Governance
  - Outcomes
  - Strategic Commissioning
  - HR and Workforce Development.
- 3.18 The Shadow Partnership will meet for the first time in spring 2013 to agree its remit and its workplan. The Partnership will ensure the frequency of its meetings is aligned with the Community Planning Partnership Board, Council and NHS Lothian meeting cycles. Workstream groups will meet as frequently as required to fulfil agreed reporting intervals to the Partnership.
- 3.19 It has been agreed in principle that once established, the Health and Social Care Partnership will become an integrated element of East Lothian's Community Planning structure that is built-into the emerging

Resilient People's Board. However, as the Shadow Partnership's role is to pave the way for the introduction of the HSCP, it is appropriate that during the shadow period, its reporting routes should remain as present to Council and NHS Committees. This should take the form of progress reports until the point where a formal HSCP is being proposed for approval.

#### **4 POLICY IMPLICATIONS**

- 4.1 The establishment of a Shadow Partnership Board and appointment of a Jointly Accountable Officer are consistent with the Council's approach to reshaping care for older people and adults, the Council Plan and the Single Outcome Agreement.

#### **5 EQUALITIES IMPACT ASSESSMENT**

- 5.1 This report is not applicable to the well being of equalities groups and an Equalities Impact Assessment is not required.

#### **6 RESOURCE IMPLICATIONS**

- 6.1 Financial – The costs associated with the establishment of the Jointly Accountable Officer post will be shared equally on a 50/50 basis between the Council and NHS Lothian and will be met from within existing resources.
- 6.2 Personnel - The appointment of the Jointly Accountable Officer will comply with both Council and NHS Lothian recruitment policies. The Council's existing management arrangements will remain in place until such time as the Jointly Accountable Officer reviews and develops a new management structure, which will be the subject of a separate Council report. It is anticipated that the new management arrangements will be brought forward within 18 months of the Jointly Accountable Officer taking up post (1<sup>st</sup> August 2013). The current Heads of Service and the relevant trades unions have been consulted on the proposals outlined above and the potential implications this may have on the current Chief Officer structure.
- 6.3 Other - None

#### **7 BACKGROUND PAPERS**

- 7.1 Report to East Lothian Council on 26 February 2013 "Integration of Health and Social Care Update".

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<b>DATE</b>	02 April 2013

## **APPENDIX 1**

### **Shadow Partnership Remit**

The Shadow Partnership will focus on rethinking the model of health and social care services in East Lothian taking account of the changing demographic profile of the area, financial restraint on the Council, the NHS and our partners, and opportunities to improve the health and wellbeing of our communities.

Specifically, the shadow Partnership will;

- a) Create a shared vision for the future model of health and social care in East Lothian
- b) Plan towards the formation of a Health and Social Care Partnership
- c) Approve a workplan containing the five workstreams described in paragraph 3.17 of the report to the Council, and seek updates from workstream leads at regular intervals
- d) Ensure that its plans for the establishment of a Health and Social Care Partnership are consistent with emerging legislation and guidance
- e) Create opportunities to work in partnership with families, carers, service users, communities and non-statutory partners to deliver the partners' shared vision
- f) Create the climate for excellent service delivery building on best practice and feedback from service users
- g) Ensure that the Health and Social Care Partnership is founded upon a robust financial framework supported by first class service delivery and performance management systems
- h) Oversee the delivery of key aspects of East Lothian's Single Outcome Agreement
- i) Ensure delivery of the national outcomes for health and social care integration.