

Finance and Resources Committee

10am, Thursday, 4 June 2015

Edinburgh Integration Joint Board – Integrated Senior Management Structure

Item number	7.2
Report number	
Executive/routine	
Wards	All

Executive summary

The Finance and Resources Committee has received regular updates regarding the Integration agenda for the Edinburgh Integration Joint Board (EIJB).

The purpose of this report is to seek approval to progress the implementation of a new integrated senior management structure reporting to the Chief Officer, to support the EIJB.

Both NHS Lothian and the City of Edinburgh Council are required to formally agree on the final structure and this report will be presented to the NHS Board for approval on 24 June 2015.

A cost reduction target of 25% has been applied to the proposed structure and the savings are to be shared equally across NHS Lothian and the City of Edinburgh Council.

Links

[Coalition pledges](#)

[Council outcomes](#)

[Single Outcome Agreement](#)

Edinburgh Integration Joint Board – Integrated Senior Management Structure

Recommendations

- 1.1 Finance and Resources Committee is recommended to :
- Agree the proposed organisational arrangements for the senior management structure reporting to the Chief Officer of the EIJB;
 - Note and agree the arrangements for the joint appointments process for the posts reporting to the Chief Officer.

Background

- 2.1 With the introduction of the new legislation (Public Bodies (Joint Working) (Scotland) Act 2014) and formation of the Edinburgh Integration Joint Board, it was recognised that a new joint management structure is needed to seek to more fully integrate services and respond to the key challenges within Health and Social Care in the coming years.
- 2.2 A key requirement is to deliver on the statutory integration planning principles, which include specifically that services should be provided in a way which so far as possible are integrated from the point of view of service users, and makes the best use of the available facilities, people and other resources.
- 2.3 The key challenges to be addressed include
- Financial challenge, to ensure a balanced budget;
 - Active participation of Primary Care in all of the EIJB's key priorities;
 - Re-design of mental health services, including the Royal Edinburgh Hospital replacement;
 - Integration of mental health and substance misuse services;
 - Integration of learning disability services;
 - Integration of corporate functions, e.g. planning, quality assurance and complaints;
 - Re-design of services based at the Astley Ainslie and other hospital sites;
 - Establishment of integrated locality planning arrangements, which engage with local communities and facilitate them to be more self sustaining;
 - More effective whole system planning and commissioning with primary, community social care and acute services;

- Development of care pathways across primary, community social and acute care;
- Improve the pace for integration.

Main report

- 3.1 The new integrated senior management structure for the EIJB is designed on a localities basis and connects with the Council's agreed transformational change delivery model and as such addresses many of the challenges identified by the Christie Commission which require public sector partners to collaborate at a locality level. It has also been influenced by a number of other factors including the need for a greater focus on primary care and the EIJB is also required to introduce locality planning.
- 3.2 The establishment of four localities, located in the four quadrants of the city also builds upon the previous success of the local health care co-operative in Edinburgh. It has been agreed that the direction for all Council services and Police Scotland is that they will operate to co-terminus boundaries.
- 3.3 Both NHS Lothian and the City of Edinburgh Council are required to formally agree on the final structure and give permission for implementation to commence.
- 3.4 There have been a number of proposed options discussed in the development of the proposed structure for the EIJB and at the Leadership Group on 7 April 2015, members supported and approved, in principal, the structure as attached at Appendix 1.
- 3.5 In recognition that both NHS Lothian and the City of Edinburgh Council are reviewing their senior management cohort and their corporate services functions, it is proposed that, at this time, only those posts that directly report to the Chief Officer are filled. These are the posts which have responsibility for operational delivery, provision of professional leadership and those functions that are stipulated under regulation, such as the Chief Finance Officer (Section 95 Officer) and those corporate functions that are delegated and require EIJB oversight, e.g. performance and research.
- 3.6 The posts which are to be progressed are as follows:
- Locality Manger (4 posts)
 - Chief Nurse
 - Associate Medical Director
 - Director of Mental Health and Substance Misuse
 - Director of Strategic Resources, Planning, Performance and Commissioning (this post will also undertake the Accountable Officer functions (Section 95 Officer) for the EIJB).

- 3.6 The revised structure recognises that the role of the Chief Social Work Officer will not be embedded in the integrated senior management structure of the EIJB but will provide professional governance to the EIJB through the City of Edinburgh senior management structure and *Organise to Deliver* proposals.
- 3.7 A protocol outlining the organisational change process and joint appointment arrangements has been developed across both organisations. The appointments process had been developed in line with the principles of the organisational change arrangements applicable to NHS Lothian and City of Edinburgh Council, whereby restricted competitive interviews are proposed when direct 'matching' cannot be applied.
- 3.8 A joint appointments panel will be constituted for the purpose of selection recognising that these are Senior management posts The proposed composition of the panel will include the Chief Executives of City of Edinburgh Council and NHS Lothian, Director of Health and Social Care, Shadow Edinburgh Health and Social Care Partnership Chair and Vice Chair supported by HR Advisers.
- 3.9 In relation to the post of Director of Strategic Resources, Planning, Performance and Commissioning, the interview panel will include a senior finance representative, as this post includes the Section 95 function for the EIJB.
- 3.10 Following agreement to proceed with the integrated senior management structure, finalised job descriptions will be evaluated by both the City of Edinburgh Council and NHS Lothian. This recognises the commitment, agreed with the Trades Unions, to allow post holders who are appointed to new posts to remain under the terms and conditions of their existing employer.
- 3.11 Introduction of the new integrated staffing structure will be undertaken in two phases. The subject of this report is relevant to Phase 1 and will identify those who will directly report to the Chief Officer. Phase 2 will be development of the remaining structure following detailed consideration of proposed service delivery models to support integrated service delivery.
- 3.12 The Chief Officer appointment process is currently being considered and a formal appointment by the EIJB can not be made until such times as the EIJB is formally constituted. Both Chief Executives of NHS Lothian and City of Edinburgh Council are required to draft a proposal in preparation for the EIJB on the process and arrangements for appointment. There is currently no national guidance in relation to this.
- 3.13 It is envisaged that there will be a period of transition between phases 1 and 2, where managers will have dual responsibility during this period of transition and where practicable, areas will be aligned to maximise the benefits of integration and pace of change required.
- 3.14 By implementing the structure in two phases there will be the opportunity for senior managers to inform the development of individual sub structures through service re-design based on the development of pathways to support integrated

service delivery. It is anticipated that sub structures will be completed during late 2015 into early 2016.

- 3.15 The proposed structure has been subject to consultation and discussions with a range of stakeholders in particular staff and Trades Unions.

Measures of success

- 4.1 Development and operation of an affordable and sustainable business model aligned with both NHS Lothian and City of Edinburgh Council principles of organisational design and service delivery.
- 4.2 Delivery on the statutory integration planning principles as detailed in regulation.
- 4.3 Delivery of the strategic commissioning plan for the EIJB.
- 4.4 Delivery of the performance indicators as set by Scottish Government on which all IJBs will be measured.

Financial impact

- 5.1 The proposed structure has anticipated savings of £300k; this is based on management costs of £1.5m. The savings will be achieved due to a net reduction in 4.5 FTE through merging of two tiers of management to form a flatter senior management structure.

Risk, policy, compliance and governance impact

- 6.1 This report is primarily for elected members' information, any potential impact in relation to risk and governance will be addressed during the implementation phase and reported back to members.

Equalities impact

- 7.1 The recommendations described within this report are relevant to the Equality Act 2010 public sector equality duty. As such, the new proposed structure is subject to equalities impact assessment. In summary, this means this assessment indicates that opportunities to tackle discrimination and harassment, advance equality of opportunity and foster good relations are greatly improved through enhanced locality working.

Sustainability impact

- 8.1 The proposals in this report will help achieve a sustainable Edinburgh through the joining of health and social care resources which will be used more effectively to meet and manage the demand for health and social care services.

Consultation and engagement

- 9.1 These proposals have been subject of agreed consultation with both employers' staff organisations and trade unions. In addition there has been consultation and communication with the affected staff and their teams. Ongoing dialogue regarding implementation arrangements is anticipated.

Background reading/external references

Peter Gabbitas

Director Health and Social Care

Peter Gabbitas, Director Health and Social Care

E-mail: peter.gabbitas@edinburgh.gov.uk, | Tel: 0131 553 8201

Links

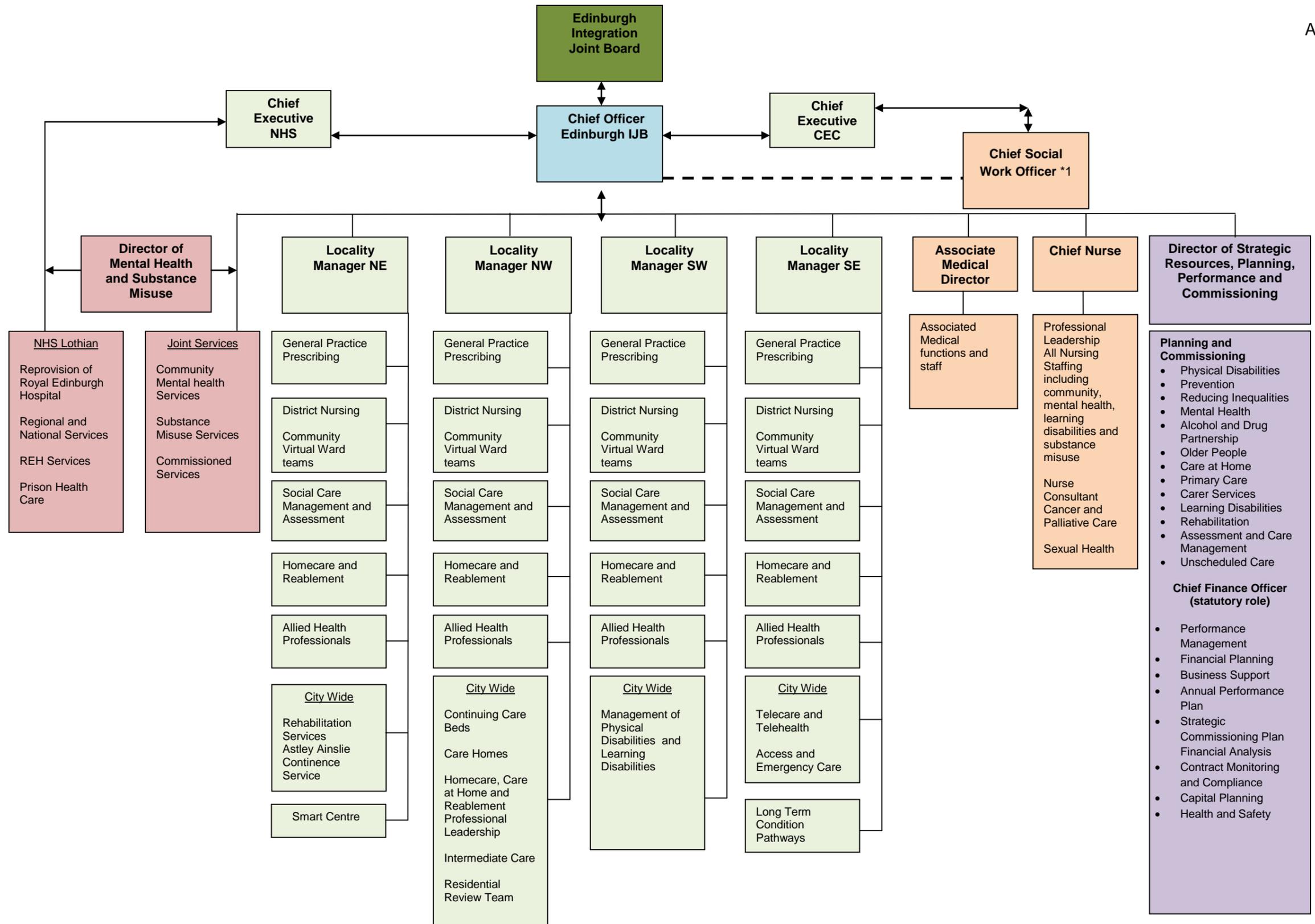
Coalition pledges

Council outcomes

Single Outcome

Agreement

Appendices



*1 Chief Social Work Officer will provide professional advice and governance to the Integrated Joint Board for Adult Social Care and to the Integrated Children's Partnership. The post holder will report directly to the Chief Executive CEC.

General note: Corporate Edinburgh Integration Joint Board Service support functions will be determined through discussion with NHS and Council.