

OFFICER DECISION RECORD 1 FORM

This form should be used to record Officer Decisions in Excess of £100k (but below the key decision threshold), or where required by Financial, Contract or other Procedure Rules or following formal delegation from Cabinet or a Cabinet Member or a Council Committee.

Decision Reference No: AHWB/061/2018 Resourcing Doncaster Place Plan for Priority Areas

BOX 1

DIRECTORATE: Adults, Health & Wellbeing

DATE: 26/7/18

Contact Name: Cath Doman

Tel. No.: 01302 566014

Subject Matter: Use of the Non Recurrent Better Care Fund Earmarked Reserve for Resourcing Doncaster Place Plan for Priority Areas.

BOX 2**DECISION TAKEN**

To agree to use £401,754 of the non-recurrent Better Care Fund (BCF) to fund priority areas including delivery capacity, Director of Transformation support, HR and Organisational Development and co-production capacity/resources as detailed in Appendix A.

BOX 3**REASON FOR THE DECISION**

The Place Plan is one of the major transformational change programmes that make up the Doncaster Growing Together portfolio. Its purpose is to deliver an accountable care system for Doncaster, integrating health and social care operational delivery and commissioning. Significant progress has been made in defining and scoping the programme, and establishing the governance including a legal Joint Commissioning Agreement and a Provider Collaborative Agreement.

Work is focussed around seven 'areas of opportunity' as the starting point for creating and testing new models of care. Two prototype areas (Complex Lives and Intermediate Care) are now mature programmes and have commenced delivery. Other areas are less mature and are at various stages of maturity.

The development of integrated neighbourhood delivery is a major plank of the Place Plan ambitions, however there is significant work to do to define what is to be achieved and the programme to deliver it. Experience from the Vanguard sites indicates that significant resources

will be required to support delivery, in particular in leadership, staff engagement and organisational development. This should not be underestimated.

A number of strategic enablers – estates, workforce, communications and engagement, finance and contracting - are at an early stage, with significant work required to define their deliverables and associated work plans.

Substantial staff resources are already aligned to the programme from across the partnership and this has been mapped across the Areas of Opportunity; this has been discussed at Joint Commissioning Management Board (JCMB). The resource gaps are now clear as a result of this exercise and are addressed in the funding proposal.

Existing capacity is also coming into play from across the partnership and BCF to deliver the Place Plan:

- Council Project Management Office (PMO) and Strategy and Performance Unit, including implementation of Pentana
- Commissioning capacity from the Clinical Commissioning Group (CCG) and Council, with joint commissioning teams emerging aligned to the life stages
- Communications capacity
- Innovation partner procurement

In terms of resourcing transformation capacity, the non-recurrent Better Care Fund has been largely pointed toward the delivery of the ambitions of the Place Plan, with an overarching commitment of £8.5m for the period 2017/18 to 2019/20. However the detailed spending plans associated with the committed funding are still to be determined – this paper starts to clarify this.

Delivery plans are now being developed for each major area within the Place Plan setting out:

- Deliverables (actual, tangible changes anticipated)
- The route map including major milestones and decision points
- Associated risks and mitigations
- The expected impact (quantified benefits including performance and quality indicators, and financial impact)

Future calls on the non-recurrent BCF are likely to include funding for the double running of services covering the period between current and future business as usual, allowing new services to be 'switched on' before old services can be 'switched off'. Robust business plans will be required, providing adequate assurance that non-recurrent investments do not become long-term additional costs. Pump priming or seed funding may also be required, to enable new approaches to service delivery to be tested.

Attention must now turn to *delivery* of the Place Plan ambitions and resourcing it appropriately. This paper set out the priority funding proposals and areas subject to further capacity review. As the delivery plan matures and expands, including further areas of opportunity, additional resource requirements will also be identified.

The Accountable Care Partnership (ACP) Leadership Team has agreed a framework for funding the programme, this has been further refined and is detailed in Appendix A. This has identified £401,754 (2018/19 £228,748 and 2019/20 £173,006) funding for the priority areas and £309,656 (2018/19 £160,323 and 2019/20 £149,334) areas subject to further capacity review following agreement of ACPLT strategic priorities.

The £401,754 will be funded from the £3.0m set aside in the non-recurrent BCF for the Doncaster Place Plan. Cabinet approved to delegate detailed spending decisions for the implementation of the Doncaster Place Plan £3m, other Integrated Functions £0.7m and

unallocated balance £0.7m, to the Director of People in consultation with the Chief Finance Officer and relevant Portfolio Holder, on the 27th March 2018. Link to the report below:
<https://doncasterintranet.moderngov.co.uk/documents/s15855/Better%20Care%20Fund%20-%20Use%20of%20Earmarked%20Reserve%20Cabinet.pdf>

BOX 4

ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

The decision not to provide this funding would mean that the resources/additional capacity required to deliver the programme would not be available.

BOX 5

LEGAL IMPLICATIONS

1. Section 1 of the Localism Act 2011 gives the Council a general power of competence to do anything that individuals may generally do.
2. Section 2B of the National Health Service Act 2006 (as amended by Section 12 of the Health and Social Care Act 2012) introduced a new duty on Councils in England to take appropriate steps to improve the health of the people who live in their area.
3. The proposal affords the Council and Doncaster CCG the opportunity to work together to develop the future joint commissioning of the care services set out in this report allowing the residents of Doncaster to maximize their independence, health and wellbeing by having access to excellent community and hospital based services when needed.
4. There are no specific legal implications in agreeing the draw down from the non- recurrent Better Care Fund for the Doncaster Place Plan.
5. This ODR is to document the final expenditure and is a requirement of the Councils 2017/2018 budget setting report dated 2nd March 2017

Name: Paula Coleman **Signature:** By e-mail **Date:** 16.08.18

Signature of Assistant Director of Legal and Democratic Services (or representative)

BOX 6

FINANCIAL IMPLICATIONS:

This decision is to agree allocation of £401,754 (2018/19 £228,748 and 2019/20 £173,006) of the non-recurrent BCF to fund priority areas including delivery capacity, Director of Transformation support, HR and Organisational Development and co-production capacity/resources as detailed in Appendix A. Note Appendix A also sets out further funding for the priority areas of £309,656 (2018/19 £160,323 and 2019/20 £149,334), which are subject to further review following agreement of ACPLT strategic priorities.

There is £3m allocated within the £8.5m non-recurrent BCF earmarked reserve for Place Plan and the £401,754 can be met within that allocation. This investment needs to drive the necessary change and clearly establish the extent of existing partner organisations resources and sustainability to achieve the intended outcomes.

Cabinet approved to delegate detailed spending decisions for the implementation of the £3m Place Plan £3m to the Director of People in consultation with the Chief Finance Officer and relevant Portfolio Holder on the 27th March 2018.

Name: Kathryn Black **Signature:** by email **Date:** 28/08/18
Signature of Chief Financial Officer and Assistant Director of Finance (or representative)

BOX 7

OTHER RELEVANT IMPLICATIONS

OTHER RELEVANT IMPLICATIONS : HR

There are no immediate HR implications as the Directorate HR & OD team are closely involved with the Transformation Agenda as necessary.

Any developments which have potential staffing implications will be co-ordinated by the HR & OD team in collaboration with Senior Management including Job Role Profiling for any new or existing posts as well as the timely joint consultation with the Trades Unions and implementation of Service Reviews under the auspices of the Council's Industrial Relations Framework.

Name: Bill Thompson Senior HR & OD Officer **Signature:** Bill Thompson **Date:** 28/08/2018

Signature on behalf of Assistant Director Human Resources, Communications & Executive Office (or representative)

ICT IMPLICATIONS:

There are no ICT implications associated with this decision.

Name: Peter Ward (Technology Governance & Support Manager)

Signature: redaction **Date:** 30/08/18

Signature of Assistant Director of Customers, Digital & ICT (or representative)

ANY IMPLICATIONS SENT TO DEPARTMENTS SHOULD GENERALLY BE SUBMITTED AT LEAST 5 WORKING DAYS IN ADVANCE TO ENSURE THESE CAN BE GIVEN THE RELEVANT CONSIDERATION.

BOX 8

EQUALITY IMPLICATIONS: (To be completed by the author).

The Equality Act 2010 requires the Council to show 'due regard' to the need to eliminate discrimination, harassment and victimisation and other conduct prohibited under the Act, to advance equality of opportunity and foster good relationships between those who share a 'protected characteristic' and those who do not share that protected characteristic.

Although there is significant equality implications for the Place Plan, the specific implications to resourcing the transformation is not applicable.

BOX 9

RISK IMPLICATIONS: (To be completed by the author)

The key risk is the non-delivery of the Place plan transformation.

BOX 10

CONSULTATION

The proposal has been discussed at Joint Commissioning Operational Group and approved at Joint Commissioning Management Board, which includes officers and members.

The decision requires counter-signing by the relevant portfolio holder.

BOX 11

INFORMATION NOT FOR PUBLICATION

In accordance with the Freedom of Information Act 2000, it is in the public's interests for this decision to be published in full, redacting only the signatures.

Name: Gillian Parker **Signature** by email **Date:** 25/01/2019

Signature of FOI Lead Officer for service area where ODR originates

BOX 12

BACKGROUND PAPERS

Please confirm if any Background Papers are included with this ODR YES

Link provided to Cabinet report:

<https://doncasterintranet.moderngov.co.uk/documents/s15855/Better%20Care%20Fund%20-%20Use%20of%20Earmarked%20Reserve%20Cabinet.pdf>

BOX 13

AUTHORISATION

redaction

Name: Damian Allen **Signature :** _____

Date: 10/09/2018

Director of People

Does this decision require authorisation by the Chief Financial Officer or other Officer

YES

If yes please authorise below:

redaction

Name: Steve Mawson Signature: _____

_____ Date: 11/09/2018

Assistant Director of Finance and Chief Financial Officer

Consultation with Relevant Member(s)

redaction

Name: Rachael Blake Signature: _____

_____ Date: 30th October 2018

Designation Cabinet Member for Adult Social Care

Declaration of Interest NO

If YES please give details below:

PLEASE NOTE THIS FORM WILL BE PUBLISHED ON THE COUNCIL'S WEBSITE IN FULL UNLESS IT CONTAINS EXEMPT OR CONFIDENTIAL INFORMATION.

Once completed a PDF copy of this form and any relevant background papers should be forwarded to Governance Services at Democratic.Services@doncaster.gov.uk who will arrange publication.

It is the responsibility of the decision taker to clearly identify any information that is confidential or exempt and should be redacted before publication.