

## Health and Wellbeing Board

17 December 2017

### Joint Commissioning Arrangements Review

Report by Corporate Director of Adult and Housing Services Stephen Chandler  
and Chief Operating Officer and Deputy Chief Executive Diane Hedges

#### RECOMMENDATION

1. **The Health and Wellbeing Board is RECOMMENDED to**

- a) note the proposed review of the Section 75 Legal Agreement between Oxfordshire County Council (OCC) and Oxfordshire Clinical Commissioning Group (OCCG) which governs the arrangements covering the Better Care Fund (BCF) and Adults with Care and Support Needs Pooled Budgets (ACSN) and the current Joint Management Groups (JMGs). (please see attached)
- b) approve the adoption of the new Joint Commissioning Executive (JCE), which has been developed to provide oversight and accountability for the recently transformed commissioning arrangements for Health, Education and Social Care (HESC) across OCC and OCCG. The transformed HESC Commissioning arrangements are laid out in this report and will be in place by the 1<sup>st</sup> March 2021.

2. **Executive Summary**

The purpose of the paper is to outline the proposed establishment of a new Joint Commissioning Executive (initially in shadow form) to provide the necessary oversight and accountability for the recently created Transformed Joint Commissioning Function across Health, Education and Social Care (HESC) for Oxfordshire. ***It is important to note that the establishment of the JCE is subject to final agreement through the OCCG Governance Structure.***

This redesign of the new commissioning model and structure was undertaken jointly by Oxfordshire County Council (OCC) and Oxfordshire Clinical Commissioning Group (OCCG) with specific input and leadership provided by Directors from the Clinical Commissioning Group (CCG), Public Health, Children, Education and Families and Adult Services.

### 3. **Background**

#### **The vision for Oxfordshire:**

*“Oxfordshire Joint Commissioning will place people and their carers at the heart of a joined-up health and social care system that is person centered, delivering needs focused outcomes and providing best value for public money.”*

This new joint approach will aim to:

Create the right size organisational design with the right people in the right place doing the right things and with the right support.

Develop stronger more connected commissioning and joint posts across the HESC system in Oxfordshire.

Make the best use of resources to deliver quality and improved value of services.

Develop stronger relationships between service users, providers and operational services.

Allow for commissioning to deliver more person-centred services.

Ensure that Oxfordshire services are shaped by working more closely with the market – across the health and social care system.

Achieve continuous improvement for both organisations, our communities and people and our staff.

A coherent and strong commissioning function is a pre-requisite for the effective commissioning of a transformed health and care system in Oxfordshire and is a key lever for the effective delivery of the ambitions contained in the local NHS and Social Care plans.

Our revised joint approach to commissioning will add capacity to jointly delivering the NHS long Term Plan and work towards supporting the Integrated Care Partnership (ICP) locally.

The new commissioning function will adopt an increasingly strategic and outcomes focused approach, thereby commissioning systems as opposed to individual services to ensure increased integration at the point of delivery and improving outcomes and experience for local people.

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The team will exhibit new behaviours that will adopt a totally new way of working in order to help achieve the aims and goals of the new HESC commissioning function. These behaviours will include:

Putting people and communities at the core of all we do.

Building strong relationships and networks, takes a collaborative approach with colleagues and stakeholders.

Taking ownership and accountability for their personal performance.

Communicating and collaborating pro-actively.

Making the best use of the Oxfordshire resources – money, people, skills, estates, equipment etc – looking beyond organisational boundaries.

Role modelling a positive, can-do attitude with a continuous improvement mindset.

Demonstrating curiosity and actively seeking out emerging practices and development opportunities.

Supporting a strong team culture, empowering team members and supporting team member's learning and development.

Displaying informed decision making.

Promoting a blameless culture.

Respecting each partner organisation duties and responsibilities but acting for the best system outcome.

Be respectful that the two organisations involved have different languages and cultures, for example, what is meant by the term 'quality' within the CCG may mean something quite different in a council context. These differences will be explored further as we develop the mobilisation plan and consider the essential elements of a smooth transition to integrate the commissioning functions.

#### 4. **Why is a new approach needed?**

With our revised transformed commissioning arrangements, we have set out our high ambitions to improve outcomes for the people and communities within Oxfordshire. It will be essential to have the right level of senior leaders and directors providing the appropriate oversight and accountability to govern, map and provide the strategic directions for the revised HESC Commissioning in Oxfordshire. The recently developed JCE will provide this required approach and current arrangements are not designed to provide the necessary strategic leadership and oversight of the extended joint arrangements in our transformed model and structure.

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### 5. **Corporate Policies and Priorities**

Can put in the wider strategic priorities to be met here?

### 6. **Financial Implications**

The proposed arrangements build further on the existing joint working in Oxfordshire. Bringing together all decision making around the pooled budgets into the JCE should drive and enable service efficiencies and better value for money as well as improved outcomes across the services within the pooled budgets.

Joint posts that are a key part of the HESC structure will be funded through agreed contributions from the County Council and OCCG.

7. Arrangements for risk sharing will be considered ahead of 2021/22 and agreed through the governance process for each organisation.

Comments checked by Kathy Wilcox, Finance Business Partner (Adult Services and Public Health) [kathy.wilcox@oxfordshire.gov.uk](mailto:kathy.wilcox@oxfordshire.gov.uk)

### 8. **Legal Implications**

The initial term of the current S 75 agreement ended in 2016 and since that time has been extended annually by written agreement of the parties. Confirmation of a longer-term agreement (subject to annual agreement of budgets) would provide greater certainty going forward. It should be noted that the current s 75 agreement covers a few pooled fund arrangements with the scope to add others by agreement. Any new pooled fund arrangement or substantive change to the existing arrangements would be subject to the parties' statutory duty to consult those affected by the arrangements.

It is also worth noting that any commissioning activity whereby health and social services are procured by a lead commissioner using a S 75 pooled fund is subject to public procurement legislation which may change over the coming years.

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