

# DUNDEE CITY COUNCIL

REPORT TO: SOCIAL WORK COMMITTEE - 21 OCTOBER 2002  
REPORT ON: JOINT FUTURE JOINT MANAGEMENT ARRANGEMENTS  
REPORT BY: CHIEF EXECUTIVE AND DIRECTOR OF SOCIAL WORK  
REPORT NO: 760-2002

## 1.0 PURPOSE OF REPORT

1.1 The purpose of this report is to bring forward proposals for the establishment of a joint management structure to support Joint Future arrangements.

## 2.0 RECOMMENDATIONS

It is recommended that members of the Committee:-

2.1 agree the joint management arrangements outlined in paragraphs 6.2.2 (High Level Group) and 6.2.3 (Joint Senior Management Group) of this report.

## 3.0 FINANCIAL IMPLICATIONS

3.1 There are no financial implications that arise directly from this report.

## 4.0 LOCAL AGENDA 21 IMPLICATIONS

4.1 The management arrangements recommended in this report will help ensure that service delivery is better matched to the needs of local people.

## 5.0 EQUAL OPPORTUNITIES IMPLICATIONS

5.1 The arrangements recommended in this report will contribute to the process of bringing about improvements in the delivery and provision of care for older people.

## 6.0 MAIN TEXT

### 6.1 Background

On 29 April 2002 the Policy and Resources Committee agreed a Local Partnership Agreement (Report No 318 2002). The agreement outlined how the policy in the report of the Joint Future Group - *Community Care: A Joint Future* (November 2000) would be taken forward in Dundee.

**6.1.1** Appendix 3 of the Local Partnership Agreement defined the key actions that had to be addressed by the partners during 2002/2003. One of these was to

review the role of the current Health and Community Care Liaison Group and the Joint Executive Group and develop them as the core components of the Joint Future joint management arrangements for Dundee.

6.1.2 Advice about the main requirements of a joint management structure is contained with Scottish Executive Circular CCD7/2001 *Joint Management of Community Care Services*. This advice has been expanded subsequently by practical advice and a discussion paper issued by the Scottish Executive Joint Future Unit.

6.2.1 **Proposals**

The circular advice and discussion papers suggest that joint management arrangements should include a High Level Group which would have in its membership Councillors and Board Members along with accountable senior officers and a Joint Senior Management Group that would have in its membership those individuals who have senior management responsibility for the resources to be jointly managed.

It is proposed that the current Health and Community Care Liaison Group should be revised as detailed in paragraph 6.2.2 below to become the High Level Group and that the Joint Executive Group should also be revised as detailed in paragraph 6.2.3 below to become the Joint Senior Management Group.

6.2.2 **High Level Group**

The proposal for the High Level Group is as follows:-

**Proposed Title**

The Dundee Health and Local Authority Forum.

**Proposed Membership**

Executive Membership:

NHS Tayside	Chairman – Tayside NHS Board 1 Non-Executive Board Member – TNHS Board 2 Dundee Locality Members – 1 Manager and 1 Clinician. Tayside University Hospitals – 1 representative Chief Executive – Tayside NHS Board Director of Public Health
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Dundee City Council	Convener of the Social Work Committee Convener of the Housing Committee 2 Elected Members Chief Executive Director of Social Work
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In Attendance:

Dundee Joint Staff Forum	Named Representative
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Accountable Officer	Chair of the Dundee Health and Local Authority Management Group.
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Other senior officers and clinicians as required

### **Proposed Chairing Arrangements**

It is proposed that there will be a Chair and a Vice-Chair. The posts of Chair and Vice-Chair will alternate on an annual basis between Dundee City Council and NHS Tayside.

### **Proposed Frequency of Meetings**

It is proposed that the Dundee Health and Local Authority Forum will meet on a two-monthly basis.

### **Proposed Organisational Arrangements**

It is proposed that organisational and administrative support is provided on a rotational basis to coincide with chairing arrangements, i.e., the agency which has the chair will provide the support to the Forum.

Dates of Dundee Health and Local Authority Forum meetings will be agreed annually in advance.

A pre-meeting to brief the Chair and the Vice-Chair will take place during the two weeks preceding each Dundee Health and Local Authority Forum meeting.

Papers for Dundee Health and Local Authority Forum meetings will be sent out at least five working days prior to the meeting date.

### **Proposed Strategic Focus**

It is proposed that the Dundee Health and Local Authority Forum should be responsible for:

- All community care and related health services for adults in Dundee.
- Public health and the health improvement agenda in Dundee.

### **Proposed Remit and Responsibilities of the Dundee Health and Local Authority Forum:**

1. To provide visible joint leadership.
2. To ensure that new and existing national community care policies are implemented appropriately within the joint context.
3. To provide leadership in the development of joint local policies which support joint working for recommendation to the partners' decision making bodies.
4. To enable the partners to influence each other's policy development.
5. To recommend to the partner agencies changes in local policies which would enhance joint working.

6. To address and recommend changes to local policies which act as a barrier to joint working.
7. To secure corporate commitment from across the partner agencies to joint objectives and targets.
8. To ensure that joint objectives and targets are achievable and deliverable.
9. To be responsible to the partners' decision making bodies for the delivery of joint services which meet agreed joint standards and targets.
10. To approve and recommend acceptance (by the partners) of joint plans and agreements as they apply to community care services.
11. To act as an advisory group to the partner agencies on all community care policy issues.
12. To agree and make recommendations to the partner agencies on the effective deployment of resources to meet joint objectives and targets.
13. To be responsible to the partner agencies for the development of joint working arrangements, and the extension of these to all community care services.
14. To ensure that all issues requiring a formal decision are remitted to the appropriate Committee of the Council and to Tayside NHS Board for this purpose.

### **Proposed Conflict Resolution Arrangements**

In the event of irreconcilable differences emerging within the Dundee Health and Local Authority Forum, the Chief Officers of Dundee City Council and Tayside NHS Board will:

- Identify the issues;
- Address these with the Chairman of Tayside NHS Board and the Leader of the Council, who will;
- Jointly make recommendations to the partners' decision making bodies on how they should be resolved.

Inability to reconcile differences within the Dundee Health and Local Authority Forum will be reported to the partners' decision making bodies as an agreement to differ on the issue concerned.

### **Proposed Review of the Local Partnership Agreement**

The Local Partnership Agreement states that the Agreement will be reviewed annually for the first five years. The review interval thereafter will be agreed at a later date.

It is proposed that the Dundee Health and Local Authority Forum will receive and consider an annual report, produced by the Dundee Health and Local Authority Management Group, which reviews progress against agreed targets and objectives and that it will report accordingly to the partners' decision making bodies.

### 6.2.3

#### **Joint Senior Management Group**

The proposal for the Joint Senior Management Group is as follows:-

#### **Proposed Title for the Group**

The Dundee Health and Local Authority Management Group.

#### **Proposed Membership**

##### Executive Membership:

Dundee City Council	Manager Community Care Services Principal Officer Planning (Social Work) Housing Department Representative Professional Representation
Tayside NHS Board	Representative Representative (Public Health)
Dundee LHCC/TPC	General Manager General Manager (Adult Mental Health) Clinical Representation
TUH	Representative/Clinical Representation

##### In Attendance

Dundee Joint Staff Forum	Representative
Dundee City Council	Manager Finance and Support Services (Social Work)
Dundee LHCC/TPC	Management Accountant HR Representative
Tayside NHS Board	Representative (Finance)

*And as required*

Joint Chairs of Strategic Planning Groups  
Joint Future Co-ordinator  
Lead officers for specific service developments.

#### **Proposed Chairing Arrangements**

It is proposed that there will be a Chair and a Vice-Chair. The roles of Chair and Vice-Chair will alternate on an annual basis between Dundee City Council and Tayside Primary Care/Dundee LHCC.

#### **Proposed Frequency of Meetings**

It is proposed that the meetings should be held on a four weekly cycle.

### **Proposed Organisational Arrangements**

It is proposed that organisational and administrative support will be provided by the agency which has the chair.

Dates of Dundee Health and Local Authority Management Group meetings will be determined annually in advance.

Papers for meetings will be sent out at least three working days in advance of the meeting date.

Any member of the Group will be able to place items on the agenda.

Agendas for meetings will be agreed by the Chair and the Vice-Chair at least five working days in advance of meeting dates.

Agendas will be structured in such a way that issues relating to joint resourcing and joint management can be addressed separately from those relating to wider community care services within the same meeting as appropriate.

### **Proposed Remit and Responsibilities of the Dundee Health and Local Authority Management Group**

1. To provide visible joint leadership.
2. To be jointly responsible for aligned budgets, human resources and services.
3. To be jointly responsible for implementing joint working arrangements and single shared assessment.
4. To jointly agree local priorities and service redevelopment/redesign proposals.
5. To ensure service redevelopment/redesign proposals are implemented timeously and within a defined resource envelope.
6. To manage the implementation of the joint future agenda across all community care services.
7. To maintain a coherent and cohesive approach to service delivery as implementation of the joint future agenda is progressed across community care services.
8. To be jointly and separately accountable for managing resources in the joint "pot" in accordance with the (to be agreed) joint performance assessment framework and individual agency standards.
9. To agree joint protocols and working practices to support joint working.
10. To manage the implementation of a joint staff development and training plan to minimise disruption to service delivery.

11. To jointly manage the potential impact of cost pressures within health and local authority systems.
12. To jointly address barriers which impede the development of joint working.
13. To review and monitor service developments and joint service delivery arrangements against outcome targets.
14. To receive and respond to regular budget statements within the context of expenditure targets.
15. To jointly maintain an overview of all other community care budgets and service delivery arrangements.
16. To enable the partners to influence each other's policy development and service delivery arrangements through submission of recommendations to the Dundee Health and Local Authority Forum.
17. To be jointly responsible for the development of all service plans, ensuring that they are complementary and that they reflect the needs of the local population.
18. To be accountable through the Dundee Health and Local Authority Forum to the partners' decision making bodies for the implementation of joint working arrangements, and to provide the Forum with regular progress reports, including an annual report.
19. To ensure that all issues requiring a formal decision are remitted through the Dundee Health and Local Authority Forum to the appropriate Committee of the Council and to Tayside NHS Board for this purpose.

### **Proposed Conflict Resolution Arrangements**

In the event of irreconcilable differences emerging within the Dundee Health and Local Authority Management Group, the Chair and the Vice-Chair of the Group will:

- Identify the issues;
- Present these to the Dundee Health and Local Authority Forum for consideration and resolution.

In this event, the Dundee Health and Local Authority Forum will either (as appropriate):

- Offer a solution which is acceptable to the agencies' representatives on the Dundee Health and Local Authority Forum;
- Make recommendations to the partners' decision making bodies on how issues could be resolved;
- Report to the partners' decision making bodies that there is an agreement to differ on the issue concerned.

### **Review of Joint Management Arrangements**

Review of the joint management arrangements set out in this report will be included in the annual review of the Local Partnership Agreement over the next five years.

It is suggested that the Dundee Health and Local Authority Forum and the Dundee Health and Local Authority Management Group should have the flexibility to make in-year changes to their membership and remit/ responsibilities where there is consensus within the Groups that to do so would enhance their effectiveness in response to the pace of change.

### **Delegation of Authority**

Authority cannot, in law, be delegated by the partner agencies to the Dundee Health and Local Authority Forum and the Dundee Health and Local Authority Management Group as groups, but authority is vested in the individual members by virtue of their existing roles and responsibilities.

Individual officers will remain accountable through their respective agency lines for all aspects of service planning, development and delivery that currently fall within their jurisdiction, and that will include the implementation of joint resourcing and joint management arrangements.

The Dundee Health and Local Authority Management Group will be collectively responsible to the Dundee Health and Local Authority Forum for the delivery of the joint future agenda in accordance with Scottish Executive guidance and the Dundee Local Partnership Agreement, and through the Forum to the partners' decision making bodies.

## **7.0 CONCLUSION**

7.1 The revision to the present arrangements outlined in this report, if accepted, will ensure that Dundee City and its partners have put in place some of the key components of the joint management arrangements to take forward Joint Future matters.

## **8.0 CONSULTATION**

8.1 The Chief Executive, Director of Support Services and Director of Corporate Planning were consulted in the preparation of this report.

## **9.0 BACKGROUND PAPERS**

9.1 The following papers were relied on in the preparation of this report; Joint Future Group (November 2000), *Community Care: A Joint Future*; Circular CCD7/2001 Scottish Executive, *Guidance on Joint Resourcing and Joint Management*.

## **10.0 SIGNATURE**

Chief Executive .....

Date: .....

Director of Social Work .....

Date: .....



