



*Although a formal committee of Brighton & Hove City Council, the Health & Wellbeing Board has a remit which includes matters relating to the Clinical Commissioning Group (CCG), the Local Safeguarding Board for Children and Adults and Healthwatch.*

Title:	Caring Together: Moving Towards Integration Position Paper	
Date of Meeting:	11 September 2018	
Report of:	Executive Director, Health & Adult Social Care	
Contact:	Barbara Deacon	Tel: 01273 296805
Email:	Barbara.deacon@brighton-hove.gov.uk	
Wards Affected:	ALL	

#### **FOR GENERAL RELEASE**

#### **Executive Summary**

With a focus upon joint budget planning across the Council and CCG this position paper builds upon previous papers to the Health and Wellbeing Board, the most recent being July 2018, and outlines proposed next steps in furthering the integration of health and social care in Brighton and Hove as scoped and defined in previous papers.

It provides an update on the:

- aligning of budgets
- work supporting the development of the Joint Health and Wellbeing Strategy

*Note: The special circumstances for non-compliance with Council Procedure Rule 7, Access to Information Rule 5 and Section 100B (4) of the Local Government Act as amended (items not considered unless the agenda is open to inspection at least five days in advance of the meeting) were that staff absence meant it was not possible to get the required information with the statutory deadline.*



## **1. Decisions, recommendations and any options**

That the Board:

- 1.1 Approves the Council and CCG to align budget-setting processes for 2019/2020 in relation to primary and community care, public health, adult social care and children and families social care; while acknowledging not all financial streams are within joint Council and CCG control.
- 1.2 Authorises officers from the CCG and Council to start in 2019/2020 the development of a 4 year Medium Term Financial Strategy to enable greater cooperation and understanding and a more integrated approach to strategic financial planning.
- 1.3 Requests that Officers bring a report on joint commissioning intentions to the Health & Wellbeing Board meeting in November 2018.

## **2. Relevant information**

- 2.1 This position paper builds upon previous papers to the Health and Wellbeing Board, the most recent being July 2018, and outlines proposed next steps in furthering the integration of health and social care in Brighton & Hove with a particular focus upon joint budget planning.
- 2.2 Members will recall previous discussion and agreement upon the scope of agreed activity for integration over which the HWB has governance and oversight. Within this agreed scope officers of the council and CCG have identified current budget areas where a joint approach to planning and spend is within both the previously agreed parameters and could bring potential efficiencies and benefits. These budget areas include; the existing adult community care spend, existing BCF, primary and community care spend, continuing health care spend, and public health budgets.
- 2.3 The November Board meeting will be presented for agreement the 2019/2020 CCG commissioning intentions with a firm expectation that, considerably more than in previous years, Adult Social Care, some Childrens commissioning and a significant portion of Public Health commissioning will more closely align.

2.4 The nature of the challenges we collectively face does not make this easy as we continue to operate in an environment of continuing financial austerity and increasing service demand. However, whilst all stakeholders acknowledge the complexity inherent in the delivery of integration it is important we also recognise the strong relationships that exist already across the system and the firm foundations upon which we are building:

- CCG out of special measures and performance has been judged as good
- BSUH recently lifted out of financial special measures
- CQC recognises regulated adult social care services in Brighton & Hove perform higher than both the national average and our nearest geographical neighbours
- Good recent Ofsted inspection of BHCC Children's social care service with positive prospects for further improvement
- A very positive Ofsted/CQC inspection of services for children with special needs and disability in 2016 which commended the strong integrated commissioning arrangements between the Council and the CCG

2.5 Building upon this the Integration Board, reporting to the Health and Wellbeing Board and the CCG Governing Body, has recently discussed aligning the Council and CCG budget planning process for 2019/2020. Existing organisational structural arrangements and financial planning cycles outside of the control of either the Council or the CCG dictated that we entered into a shadow period of integration without clearly aligned budget planning. Budget setting generally happens earlier in local government with the statutory requirement to notify on council tax meaning that the next year's budget is agreed by Council in the February. By contrast, the CCG budget which is allocated solely from NHSE is often not confirmed until later. For example, this year the CCG did not receive its control total within which it must operate until the end of April 2018. In addition to this CCGs can be charged by central government to review their budgets, including making savings, in year. This presents a tension and risk that cannot be designed out fully. However, agreement to ensure greater transparency, cooperation and joint understanding in planning our budget for 2019/20 will help significantly to focus resources effectively on priorities ensuring we find solutions where there may be difficult obstacles placed in our way.

- 2.6 Through 2019/2020 we will work to agree in principle our policy priorities for where better integrated community based health and social care provision will most impact upon the health and wellbeing of our resident population in Brighton and Hove. In parallel to this we will actively progress across the Council and CCG preparation of a 4 year Medium Term Financial Strategy, the main purpose of this being to ensure that available resources do follow the stated and agreed priorities identified. Whilst we are agreeing an approach we must recognise this will entail challenges:
- NHS mandate requirements versus local authority statutory responsibilities
  - Central government versus local democratic accountability
  - Different processes (as explained above)
- 2.7 This work will actively:
- Support delivery of strategic direction of travel through demonstrating where financial resources will be allocated to deliver agreed policy priorities
  - Owned, along with the Health and Wellbeing Strategy, by the Health and Wellbeing Board, the MTFS will provide an important financial tool to steer and defend the joint governance arrangements that will be developed to provide effective leadership and accountability to the integrated health and care system in Brighton and Hove.
  - Without prejudice to future structural arrangements, national, regional or local the MTFS will provide an integrated financial planning framework to help influence future organisational, cultural and behavioural relationships that need to further develop to maximise the opportunities and best mitigate the risks associated with integration.
  - Through the life of this MTFS, it is likely to support the introduction of a more formalised Integrated Care Partnership operating within an Integrated Care System.
- 2.8 Preparation of the Joint Health and Wellbeing Strategy is actively progressing. Board members will remember approving paper (item 58, 6th March 2018) following the approach of the 4 pillars of the strategy: starting well, living well, ageing well and dying well and establishing a Policy Panel to oversee its preparation. The first Policy Panel met in late July with voluntary and community representatives also present and it was presented with options for content and structure and how the strategy might look. The officer group from the Council and CCG preparing the draft strategy will bring this initial work to the next Policy Panel which will take place in late September/early October. An update report will come to the November Board.

- 2.9 With regard to governance there has been previous agreement to operate within the existing governance framework. Our current experiences through the shadow period will help to shape future governance arrangements which will be required to support future integrated commissioning and delivery options in the longer term. A further update will come to the Board in November.

### **3. Important considerations and implications**

Legal:

- 3.1 At this stage there are no specific legal implications arising from the proposals for joint working set out in the recommendations. However, the legal implications of any future governance arrangements that come back to the Board will need to be addressed at that stage.

Lawyer consulted: Elizabeth Culbert

Date: 28/08/2018

Finance:

- 3.2 A joined up process for future budget setting in relation to primary and community care, public health, adult social care and children and families social care, will ensure that the Council and CCG have an open, transparent and integrated approach to agreeing the budget. This will require both organisations to align their budget timetables.  
The financial risks for both organisations will need to be detailed within the 4 year medium term financial strategy and updated on a regular basis.

Finance Officer consulted: Sophie Warburton

Date: 31/08/2018

Equalities:

- 3.3 This report provides an update to the integration of health and care services in Brighton & Hove. This is a significant piece of work which has been reported to the Board through regular updates under the standing agenda item of Brighton & Hove Caring Together. This report does not specify any service changes. Equality Impact Assessments will be developed in relation to individual commissioning processes or service change carried out as part of integration.

Equalities Coordinator: Sarah Tighe-Ford

Date: 28/08/2018

## **Supporting documents and information**

**Appendix 1: Joint Budget Planning Timeline for 2019/2020**



