

# Making decisions together

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# Phase 1 Development

# Whole System Success

Inclusive leadership  
Evidence driven design  
Effective delivery



## Strategic leadership

Deciding together  
Leadership  
Strategy  
Accountability



## System support

Enabling  
Evidence  
Design  
Systems



## Trusted provider

Personal  
Delivery  
Outcomes  
Getting it right

# System Principles

Leadership body with the authority to decide

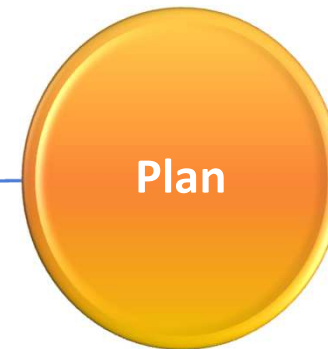
One System! One Programme!

Equal Voice

Providers empowered to deliver



- Focused governance
- Key Influencers
- Equal voice



- Whole system leadership
- Effective operational system
- Focused professional support



- Trusted provider
- Strong performance
- Delegated to deliver

# Our voice! Our decision!

All voices heard  
Supporting our voice  
Making it happen  
Listening, deciding and acting



Our voice heard



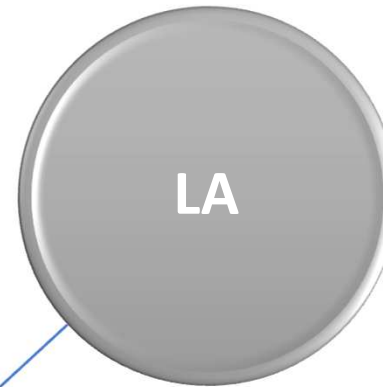
Plan together



Support each other

# Strategic Executive

Making the big decisions together  
Design, develop & decide Strategy  
Allocate resources  
Hold the system to account



- Adult Social Care
- Disabled Children
- Public Health
- Housing
- Education
- Supporting Employment
- Community



- LD&A Health
- Specialist Commissioning
- ICS Leadership
- Localities and ICPs
- GPs & Primary Care
- Acute Healthcare



- Holding to account
- System Codesign
- Hear our voices
- Ensuring rights
- The people decide
- Us in control



- Delivery
- Professional & clinical leadership
- Workforce development
- Collaborative Design
- Accountability and performance?

# D&A System Support & Programme Management

Working with the experts  
Analysing demand  
Evidencing impact  
Achieving effective design  
Building the case  
Supporting the system



## Evidence

- Population/demand
- Robust analytics
- Evaluation/Review

## Design

- People driven solutions
- Innovation led design
- Modelling works
- Achieving better value

## Systems

- Programme management
- Effective advice
- Achieving the strategy

# System Provider

Trusted to get the job done  
The very best workforce able to  
Deliver  
Performance led by the people for  
the people  
An exemplar leading the field



- Person centred
- Strong Performance
- Robust management
- Workforce development



- LD&A health
- People out of hospital
- Achieving independence, choice and control



- Our voice! Our leadership
- Service co-design
- Outstanding quality
- Modelling the best



# ent LD&A Programme - Whole System Governance

## Proposals

Proposed by the Executive – Proposals finalised at the 26 Jan 21 LD&A Integrated Commissioning Board

<b>A) Strategic Leadership Body</b>	<b>B) System Delivery Partnership (former Alliance)</b>	<b>C) System Management</b>
<p>Strategic LD&amp;A leadership body made up of the top key but equal voting elements</p> <p>Local Authority Director level membership (including Health, Social Care, Children and Young People)</p> <ul style="list-style-type: none"> <li>Key system leaders</li> <li>Programme &amp; system leadership</li> <li>Has the authority to commit resources</li> <li>Can drive through policy and system wide changes</li> </ul> <p>CCG/ICS senior director level membership</p> <ul style="list-style-type: none"> <li>Key system leaders</li> <li>Programme &amp; system leadership</li> <li>Has the authority to commit resources</li> <li>Can drive through policy and system wide changes</li> </ul> <p>Experts by Experience (user and carer voice)</p> <ul style="list-style-type: none"> <li>Key system leaders</li> <li>Equal partners in decision making affecting whole system strategy and change</li> <li>On-going work with Experts by Experience, advocates and engagement colleagues to;</li> <li>work out how this will be achieved and</li> <li>what support and capacity building will be needed to enable effective and informed involvement</li> </ul> <p>System Delivery Partnership (former Alliance)</p> <ul style="list-style-type: none"> <li>Key system leaders</li> <li>System delivery and accountability</li> <li>Senior accountable officer with delegated management authority to act for all provider partners</li> <li>Has the authority to commit resources</li> <li>Can drive through policy and system wide changes</li> </ul>	<p>A whole system delivery vehicle</p> <ul style="list-style-type: none"> <li>NHS and council provider collaborative</li> <li>Partner agreement that all statutory health, social care and support for people with a learning disability and autistic people, will be developed and planned via the collaborative</li> <li>Single executive management team with a senior accountable officer</li> <li>Trusted provider status based on:                             <ul style="list-style-type: none"> <li>Agreement by collaborative partners to delegate executive leadership and budget control</li> <li>Contingent on agreement of a robust financial and performance management system by partner agencies</li> <li>The partnership commissioning advocates and experts by experience to design and support key provider systems and service design</li> <li>Demonstrable on-gong evidence of delivery against required outcomes and best value targets</li> </ul> </li> <li>Effective and trusted provider delegation</li> <li>Whole programme delivery including the transforming care pathway, LeDeR, ND pathway etc</li> <li>Strong whole system accountability via a jointly agreed and single operating and performance management system</li> <li>However, no need to second or transfer staff between agencies or to a new ‘partnership’</li> <li>Micro commissioning and market management within frameworks determined by **programme and commissioning leads</li> </ul>	<p>Programme management and system support</p> <ul style="list-style-type: none"> <li>Supports the function of the strategic leadership body</li> <li>System wide programme management and system commissioning support</li> <li>LDA programme strategy, data development, analysis, options appraisal and business development</li> <li>Leadership of system and service design</li> <li>Agreement of **programme and commissioning leads to a whole system LD&amp;A Programme Management Unit based on:                             <ul style="list-style-type: none"> <li>Council and NHS LD&amp;A strategic commissioners and TCP/CETR programme leads led within a single unit</li> <li>A jointly agreed or appointed senior accountable officer to lead the unit</li> <li>Matrix management of CCG/ICS and staff with no requirement for secondment or employment transfers</li> <li>Strengthened data and information governance to enable the unit’s cross agency access to systems and data</li> <li>The arrangement governed via a memorandum of understanding</li> </ul> </li> </ul>

Children and Young People Oversight Group and related arrangements will continue but the functions of the Adults Oversight Group and other similar groups and sub-groups will be consolidated into either the overall LDA Strategic Leadership Body (A) or System Delivery Vehicle (B)

# Phase 2 Development

# Strategic Leadership Body



**Who will do**  
 Develop LDA strategic  
 development, planning &  
 management oversight  
 Develop and drive system-wide  
 commissioning intentions  
 Plans across Health, Social  
 Care, disabled children and  
 young people and other  
 key themes  
 Employment, housing  
 Community safety etc)  
 Strategic level planning and  
 oversight of all council/NHS  
 investment, funding plans  
 Priorities (incl s75 & pooled  
 funds)  
 Strategic level management &  
 accountability for the delivery  
 of LDA strategic outcomes  
 Deliver whole system targets  
 Develop and system  
 management of key LDA policy  
 objectives across the NHS and  
 Partnership of Government &  
 Local LD&A programmes  
 Accountable to the  
 Council's cabinet and related  
 member bodies and the CCG's  
 governing body

**Who and what**  
**Voting member: Director level across Adult Social Care, Children and YP, Commissioning and Finance**

- Should senior public health and commissioning leads attend in an advisory capacity?
- To what extent should planning, policies & risks affecting the council's £180M funding of LDA support be considered by the LD&A strategic leadership body
- What will be the links to the council's formal cabinet and policy making structures
- How and to what extent will these influence and be affected by this body
- How will effective links to other strategic outcomes be achieved, including housing, employment etc



**Who and what**  
**Voting member: Director level across Health Improvement, System Commissioning, Primary Care Networks and Finance**

- Should associate and clinical directors attend in an advisory capacity?
- To what extent should planning, policies & risks affecting the NHS's £30M+ funding and investment in LDA healthcare be considered by the LD&A strategic leadership body
- This is in addition to LDA TCP and specialist commissioning funding
- How will PCNs and ICPs be linked in?
- How will acute services and wider NHS and health programmes influence and be affected by this body?



**Who and what**  
**Voting member: LD&A user and carer member(s)**

- How should user and carer representation be determined and through what process
- Work is underway with engagement leads, experts by experience and advocacy groups to determine this and the design of a new process to support effective user and carer voice in key decisions at all levels
- Cross programme investment and sustainable funding of advocacy support and capacity building in service user/carer leadership, to achieve codesigned strategic planning and inclusive decision making



**Who and what**  
**Voting member: Provider Partnership Senior Accountable Officer, clinical leaders and council adult social care professional leadership**

- Key delivery vehicle covering all statutory community health, social care and support for people with a learning disability and autistic people
- This includes delivering all key NHSE, government and local LD&A programmes
- Directly accountable to the Strategic Leadership Body for achieving key LD&A national and local targets and outcomes, set by each local authority, CCG/ICS, Government and NHSE



**Who and what**  
**Whole system programme management & strategic commissioning support**  
**Core principles**

- Programme support for LD&A Strategic Leadership Body
- Integrated LD&A programme management across KCC and the ICS
- Developing and updating datasets to inform strategic planning and commissioning
- Codesign of key LD&A strategies and commissioning plans
- Strategic level performance codesign and system v coordination

**More thinking**

- What skills, posts and knowledge is required for new team/service
- What are the lines of accountability and service management oversight for KCC and the CCG/ICS
- Access to cross agency leads, PCNs etc

# System Delivery Partnership (former Alliance)



## Objectives

Strategic development, operational management and integrated delivery of statutory community learning disability healthcare, social care and support includes specialist support for adults with a learning disability who have mental health needs  
 Development, coordination and delivery of Government and NHSE LD&A programmes, including the commitments and priorities set out in the NHS Long Term Plan

[Long Term Plan - Page 52](#)

## What and how

### Core principles

- Single strategic and operational Executive Management Team, with delegated authority from Alliance Partners to manage all frontline community LD services, professional disciplines & teams
- A senior accountable chief officer appointed by all Alliance partners to lead the Executive Management Team and Alliance services
- Data governance agreements and protocols in place allowing cross partner access to all Alliance Health and social care systems

### More thinking

- Should the executive management team be based on professional disciplines; locality arrangements; existing partner LD&A senior leads or something else
- What should the senior chief accountable officer's role be and how should they be appointed

### Medium to long term proposals/planning

- Based on matrix management principles should there be direct 'line management' accountability from the Alliance executive management team down through locality arrangements to frontline professionals with cross discipline senior locality leads appointed

## What and how

### Core principles

- Full delegated authority to strategically lead, develop and manage all statutory community health, social care and support services, for adults and 16+ young people in transition with a learning disability
- Agreements and protocols to support the Alliance in developing and managing a single system of integrated assessment and health and social care planning for people with a learning disability

### More thinking

- The development and management of specialist healthcare and support for autistic people, people with ADHD etc who have complex needs

### Medium to long term proposals/planning

- How, to what extent and over what time period should the upgraded Alliance coordinate and manage the entire TCP admission and discharge pathway
- Should the upgraded Alliance micro commission individual support and service arrangements across health and social care with delegated budget control from the CCG and KCC
- The above managed via commissioning frameworks and policies approved by the CCG and KCC

## What and how

### Core principles

- Joint investment by Alliance partners in a single and robust performance management system, with dedicated business support, able to address national and local targets
- Alliance investment and funding for advocacy support and capacity building in service user and carer leadership support the codesign and co-management of key Alliance performance and quality systems and service design