

TRAFFORD COUNCIL

Report to: Executive
Date: 15th July 2019
Report for: Discussion
Report of: Executive Member for Health, Wellbeing and Equalities

Report Title

Trafford Community Services Transfer (CST) Report Update

Summary

The community services transfer report is to update the Executive on the work undertaken to date and to note on the progression of the programme.

Recommendation(s)

1. That the Executive are to note the content of the report.

Contact person for access to background papers and further information:

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Background Papers: None

This paper has been prepared in light of the report to executive on 24th October 2018 - Community Services Update

Implications:

Relationship to Policy Framework/Corporate Priorities	It will contribute to a number of the Council's priorities including reducing health inequalities and improving health and wellbeing.
Relationship to GM Policy or Strategy Framework	It will relate to the GM Transformation Portfolio and GM Transformation themes 2 which is Transforming community based care & support.
Financial	The report highlights an update on the Trafford Community Services transfer where the financial considerations have been considered by the Corporate Director of Finance.
Legal Implications:	The legal implications have been considered and there will be follow-up on this after the full consideration of the due diligence process.
Equality/Diversity Implications	Manchester Foundation Trust has robust equality and diversity policies and any services within its portfolio will be

	subject to the adherence of said policies. Open dialogue is established between the partners, overseen by Manchester Foundation Trust and Pennine Care Foundation Trust workstream leads and their respective task and finish groups, to pick up any E&D implications, with inclusion in the overarching work plan reported to CST Board.
Sustainability Implications	Not applicable.
Resource Implications e.g. Staffing / ICT / Assets	The programme will be resourced out of current resources. The ICT and Assets implications will be defined as part of the programme and specific reporting back into the CST Board.
Risk Management Implications	1. Operational Resilience – Deterioration in quality of service provision during the change. 2. Communications & Engagement – Proposals will not fully be supported by all stakeholders.
Health & Wellbeing Implications	Sustainability of community services in Trafford.
Health and Safety Implications	Not applicable.

1.0 Background

1.1 Pennine Care Foundation Trust (PCFT) gave notice on the delivery of Trafford Community Service in summer 2018. To ensure effective transitions of services Trafford Council and CCG set up a programme of work to find a new provider of service in October 2018.

1.2 It was agreed that this would be a change management programme which will ensure the seamless transfer between providers to ensure the continuation of high quality Community Services. The programme aims were:

- To secure the future commissioning and delivery of high quality, sustainable community health services within the developing Local Care Alliance.
- To ensure the effective transfer of services to a new provider within an appropriate timescale.
- To maintain a focus upon current service pressures ensuring the safety and well-being of patients is maintained through the transition.
- To continue to address cost pressures and aim to close the current funding gap.

1.3 The first stage of the programme was to identify a new provider and in December 2018 a procurement exercise was completed and the new provider was identified as Manchester Foundation Trust. Governance arrangements for the programme were agreed in January 2019 with a Community Service Transitions (CST) Board being mobilised with a supporting Steering Group and Task and Finish Groups for work-stream areas. This has been overseen by Martyn Pritchard, CCG Accountable Officer.

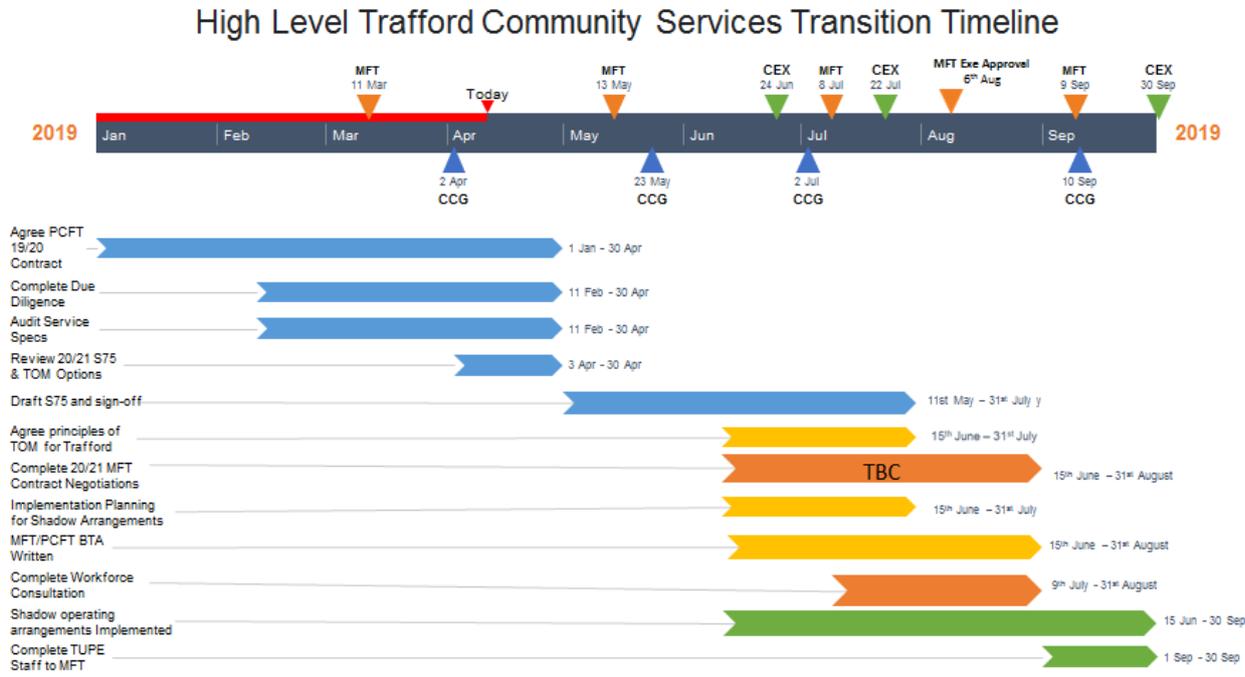
1.4 The transfer of community services is a natural opportunity to enhance the existing place based, integrated community and social care neighbourhood model that we have embedded to date. Community services will form a fundamental element of a place based model of care that nurtures and enables a social movement for health creation and wellbeing. Our new Target Operating Model for neighbourhood working will integrate community services with a transformed and sustainable primary care system that enables a person centred and strength based approach – focussing on people, communities and assets. We have delivered two of three Target Operating Model Workshops which have successfully led to the creation of a joint narrative around our collective ambitions, values and culture, and we aim to further develop this at a third workshop in July.

2.0 Timeline

2.1 The Programme is established and will run from October 2018 until 31st October 2019. The initiation phase of the programme is now complete and the following milestones have been completed:

- Target date for transfer was agreed by all parties as 1st October 2019.
- Pennine Care Foundation Trust contract for 2019/20 has been agreed.
- Due Diligence work was completed on 30th April, 2019.
- All service specifications have been audited.
- The Section 75 Agreement was reviewed and refreshed with Pennine Care Foundation Trust until 30th September 2019.
- An initial scoping meeting on the new Target Operating Model was conducted and principles of approach on Target Operating Model were agreed.
- Design Workshops for the new Target Operating Model have been taking place between May and July 2019.
- Design Workshop 1 was completed on the 2nd May and it was noted the positive sense of partnership working.
- Design Workshop 2 was completed on the 20th May - the attendees agreed some key development areas around; Governance, Leadership and Joint Working need to be mobilised, a Stakeholder Map has been completed for Phase 1 of Target Operating Model developments.
- Design Workshop 3 is planned for the 16th July and will set out the proposed Target Operating Model.

2.2 Below is a diagram that summarises the revised high level timeline which now includes key activity and decisions post initiation phase, June to October 2019:



3.0 Progress

3.1 Below are a series of pertinent updates following the June CST Board Meeting which include:

- **Due Diligence:** Initial concerns regarding outstanding due diligence activity due to a lack of capacity has been resolved and resourced accordingly. Manchester Foundation Trust and

Pennine Care Foundation Trust are in constant dialogue to complete the due diligence process and pertinent issues being picked up in weekly directors teleconference arrangements.

- Work Plan: A detailed work plan will be collectively developed between Manchester Foundation Trust and Pennine Care Foundation Trust and reported back to each CST Board Meeting up to, and beyond if applicable, the 31st October 2019. The high level work plan submitted to each Board meeting moving forward will be a high level amalgamation of individual service leads work plans from Manchester Foundation Trust and Pennine Care Foundation Trust and provide assurance to the CST Board of satisfactory progress against the agreed timeline. Risks associated with the individual and joint high level work plan that warrant discussion will be escalated to CST Board.
- Manchester Foundation Trust Delegated Authority: Manchester Foundation Trust will seek delegated authority at their July Executive Board (8th) for Chief Executive Officer / Chair agreement to allow MFT to formally sign off the transfer outside of their scheduled Executive Board meetings in order to keep to the agreed timeline for transfer.
- Section 75 Agreement: Trafford Council and Pennine Care Foundation Trust currently have a section 75 agreement in place which supports the delivery of the integrated health and social care service to residents of Trafford. As part of the preparation for the transfer, a new section 75 agreement is being developed between Manchester Foundation Trust and Trafford Council, ensuring local delivery/management of the Trafford services can be in place through this agreement from the 1st October 2019. The section 75 agreement will be on the September Executive agenda for formal approval of this key decision.
- Workforce Consultation: Pennine Care Foundation Trust are finalising the workforce consultation with Manchester Foundation Trust which will commence shortly after the July 8th Manchester Foundation Trust Executive Board Meeting. The consultation will be designed using learning from the North East Sector Community Transfer process, which is due for completion on the 1st July 2019.
- Child Health Information System (CHIS): A clear strategy for the delivery of the CHIS service is required. Discussions are ongoing to collectively decide on the best location for the CHIS service to be delivered. Current options favoured by Greater Manchester Health and Social Care Partnership (GMHSCP) are for the service to transfer to the Northern Care Alliance (NCA) but colleagues are actively exploring if the CHIS service can move to Manchester Foundation Trust in the context of our place based locality working and evolving Target Operating Model. There are some anticipated financial and capacity implications to press ahead with an arrangement with Manchester Foundation Trust which need to be fully understood. A strategic decision will be taken on the most appropriate solution once all facts are known and understood by partners. Progress will be picked up through existing governance arrangements and communicated in a timely manner with GMHSCP.
- Community Eating Disorder Service (CEDS): It was agreed the CEDS will transfer over to Manchester Foundation Trust but will be provided by Pennine Care Foundation Trust via a Service Level Agreement (SLA) for an interim period whilst a long term solution is sought. It has been agreed further conversations with other GM localities are required to understand the viability of the current as-is arrangements and what an optimum model would look like moving forward. Progress will be picked up through existing governance arrangements.
- Target Operating Model Workshop: Design Workshop 3 is planned for the 16th July and will focus on the proto-type Target Operating Model for post transfer of community services. Parallel discussions are taking place with key partners and stakeholders to co-design the new Target Operating Model.

4.0 Risks and Challenges

4.1 A full RAID (Risks, Assumptions, Issues and Dependences) log has been established. The below are the key risks for the next phase of the programme:

- Due diligence identifies risks that cannot be mitigated in line with the programme leading to programme delay.

- Business As Usual (BAU) challenges are not addressed in the run up to transfer - in the expectation that they can be resolved post transfer - leading to poor quality service delivery.
- Business Transfer Agreement (BTA) is not agreed between Manchester Foundation Trust & Pennine Care Foundation Trust in-line with the programme leading to delays.
- Lack of interim (shadow) governance arrangements leads to delayed transfer or ineffective management of services
- HR process cannot be completed in time to allow for orderly transfer of staff, leading to delays.
- Inability to separate out all corporate functions/staff leaves stranded costs within Pennine Care Foundation Trust.
- Lack of agreed/effective post transaction integration plan leads to reduced quality of services in Trafford

4.2 Mitigating actions have been developed to address the above risks and we are confident early engagement between all parties will be mobilised to resolve any emergent issues.

Finance Officer Clearance NB

Legal Officer Clearance DS



CORPORATE DIRECTOR'S SIGNATURE *(electronic)*...

To confirm that the Financial and Legal Implications have been considered and the Executive Member has cleared the report.