

## TRAFFORD COUNCIL

**Report to:** Executive  
**Date:** 30 October 2017  
**Report for:** Information  
**Report of:** Executive Member for Health and Wellbeing

### Report Title

**Trafford Council and NHS Trafford Clinical Commissioning Group Integration consultation and engagement proposals**

### Summary

The Executive received a report on the integration of health and social care which was progressing across Greater Manchester as a central benefit of devolution on 19<sup>th</sup> December 2016. The report outlined the next natural and progressive phase of the Council's relationship with Trafford CCG and the potential benefits deriving from it.

Work on the integration has progressed and proposals to bring Trafford Council and NHS Trafford Clinical Commissioning Group services together are ongoing. One of the key aims of integration is to ensure that our residents receive higher quality care that focuses on individual and family wellbeing, whilst at the same time supporting our health and social care professionals to be the best they can be. The integration will combine our expertise, knowledge, skills and budgets so that Trafford citizens are able to receive the care and support they need when and wherever they need it.

To deliver our ambition, a joint Executive structure has been developed, and a consultation process is now required to ensure that staff and unions are fully engaged and included in the shaping of the integrated service. A further report will be brought to the Executive at the end of the consultation period.

### Recommendation(s)

**To commence Trafford Council and NHS Trafford Clinical Commissioning Integration staff consultation and engagement process.**

### Contact person for access to background papers and further information:

Name: Angela Beadsworth  
Extension: 1291

Background Papers: None

Relationship to Policy

Framework/Corporate Priorities	Key priority / Health and Wellbeing
Financial	The proposed merger of the two organisations will increase the potential for aligning budgets and reducing overall system wide costs. There are no direct financial implications at this stage.
Legal Implications:	Legal Services continue to advise officers as this project progresses. Employment law considerations will also be advised as the consultation progresses.
Equality/Diversity Implications	Equality and Diversity will be considered as part of the consultation process
Sustainability Implications	<i>Not applicable</i>
Resource Implications e.g. Staffing / ICT / Assets	<i>Not applicable</i>
Risk Management Implications	<i>Not applicable</i>
Health & Wellbeing Implications	We will ensure that the health and wellbeing of staff in scope of the proposals are fully considered. The report proposals seek to improve the health and wellbeing of Trafford residents
Health and Safety Implications	Health and Safety will be considered as part of the consultation process.

## 1. Background

- 1.1 The Executive received a report on the integration of health and social care which was progressing across Greater Manchester as a central benefit of devolution on 19th December 2016. The report outlined the next natural and progressive phase of the Council's relationship with Trafford CCG and the potential benefits deriving from it. This report outlines the next stage of the process.
- 1.2 Trafford Council and Trafford CCG care passionately about making sure our families and wider population are able to live better for longer, to lead healthy and active lifestyles and to ensure our young people are supported to have the best start in life.
- 1.3 Our priority is to ensure that residents' wellbeing is the best it can be and to do that we want to integrate the commissioning and other functions of Council and the CCG so that excellent health and social care services can be provided to our population.
- 1.4 We believe that in bringing our two organisations together we are combining expertise, knowledge, skills and budgets so that Trafford citizens are able to receive the care and support they need when and wherever they need it.
- 1.5 This is a once in a generation opportunity for our residents to receive higher quality care that focuses on individual and family wellbeing, whilst at the same time supporting our fantastic health and social professionals to be the best they can be.
- 1.6 To deliver Trafford's ambition, a joint Executive structure has been developed, and a consultation process is now required to ensure that staff and unions are fully engaged and included in the shaping of the integrated service. The structure will be presented at the Executive meeting.

## 2. The consultation process

- 2.1 The consultation and engagement period will commence on Monday 30 October 2017 with full team briefings to affected staff and will continue for a minimum period of 45 days.

- 2.2 The broad principles of the realignment of the organisations including the integration of commissioning functions and the associated corporate functions have been agreed with the Integration Board and shared with Unions. We will continue to involve Unions representation during the development of the proposals and the implementation process.
- 2.3 We will follow the organisational policies of Trafford Council and NHS Trafford CCG to mitigate any impact on individuals in the service. During the consultation period, employees will have the opportunity to meet with their manager to discuss the impact of the changes to them personally.
- 2.4 Employees who are absent (those on secondment, maternity leave, long-term sickness leave) will be sent the consultation pack and any copies of documents and will have opportunities to meet with their line manager in a 1-1 meeting or via a method of their choice (e.g. telephone, email etc.).
- 2.5 Employees can also submit any queries and comments on the proposals via an email in box. Consultation packs containing the following documents will be available for all employees following staff briefings
- Consultation and Engagement briefing
  - New Structure Chart
  - New Governance Chart
  - Making Change Happen Courses
- 2.6 The following timeline outlines the expected timeframes for consultation and implementation:

Full team briefings to relevant staff	w/c 30 October 2017
1-1s with line manager	1 - 30 November 2017
Drop in sessions	1 - 30 November 2017
Consultation close	15 December 2017
Feedback considered	16 - 31 December 2017
Final report written	19 January 2018
Full team briefing to state outcomes	w/c 22 January 2018
Executive	29 January 2018
Full Council	31 January 2018
CCG Governing Body	end January 2018
Appointment process for new posts	w/c 1 February 2018
Implement structure	1 April 2018

### 3. Staffing proposals

- 3.1 The proposal seeks to integrate the Executive Leadership teams for the two organisations into a single management structure under the direction of the Council's

Chief Executive who will assume the Accountable Officer role. A copy of the structure will be presented at the meeting on 30<sup>th</sup> October.

- 3.2 A number of new posts will also provide additional senior management capacity across both organisations and there is intended to be minimal impact to employees during the first phase of the integration journey as an ‘alignment’ approach is being taken
- 3.3 All job roles will align with the exception of the existing Council and CCG Chief Finance Officers as there is one new joint Chief Finance Officer role proposed that will cover both organisations and postholders have been formally consulted on this.
- 3.4 All other roles and postholders will move into the new operating model on an alignment basis in each functional grouping, which means that all existing terms and conditions will remain in place.
- 3.5 It is acknowledged it will be necessary for further work to be undertaken, particularly the practical operational business in terms of how the new teams will operate. This will be addressed through several engagement events with teams so that they are involved in and lead this work.
- 3.6 Staff will continue to be based at both Council and CCG buildings and we will be proposing potential staff moves that may be required to accommodate this following consultation.

#### **4. Next steps**

- 4.1 Following appointment to the joint Chief Finance Officer post, a period of due diligence will be undertaken to risk assess our financial robustness and our organisational readiness prior to moving to phase 2 of the integration proposals and the development of the local care organisation (LCO).
- 4.2 Overall, it is felt that this gateway provides the right approach in order to deliver a significant agenda of change over the course of 2018-19, whilst we continue to plan for phase 2 by taking stock and assessing our financial capabilities prior to moving forward with the development of the LCO.

#### **Consultation**

The consultation will commence on 30 October 2017 for a minimum of 45 days. All feedback will be considered and a final report will be shared with staff at the end of January 2018.

A further report will be brought back following consultation and if agreed the integrated structure will be implemented on 1 April 2018.

#### **Reasons for Recommendation**

To ensure staff and unions are fully engaged and informed of the proposals to bring Trafford Council and NHS Trafford Clinical Commissioning Group services together it is essential that a robust consultation process is undertaken.

**Finance Officer Clearance** (NB).....  
**Legal Officer Clearance** (JK).....

A handwritten signature in black ink that reads "Theresa Grant". The signature is written in a cursive style with a large initial 'T' and a long, sweeping underline.

**[CORPORATE] DIRECTOR'S SIGNATURE** *(electronic) (TG)...*

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