

## **TRAFFORD COUNCIL**

**Report to:** Executive  
**Date:** 29 January 2018  
**Report for:** Decision  
**Report of:** Executive Member for Health and Wellbeing

### **Report Title**

**TRAFFORD COUNCIL AND NHS TRAFFORD CLINICAL COMMISSIONING GROUP INTEGRATION: UPDATE ON FEEDBACK FROM THE CONSULTATION AND ENGAGEMENT PROCESS.**

### **Summary**

The Executive has received previous reports on the progress of integration of health and social care services in Trafford on 19<sup>th</sup> December 2016, 26 June and 30<sup>th</sup> October 2017.

One of our 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 proposals for a single leadership structure presented to staff during the recent consultation period will start the process of combining our expertise, knowledge, skills and budgets. Our aim is for Trafford citizens to receive the care and support they need when and wherever they need it and our single strategic commissioning service will support this aspiration.

This report focuses on seeking approval to bring Trafford Council and NHS Trafford Clinical Commissioning Group services together under a single Executive structure lead by the Chief Executive who will assume the Accountable Officer role following NHS England approvals.

A Joint Commissioning Board and Integration Board is in place to develop and oversee the proposals and will continue until the establishment of a joint governance structure that will be based around a Joint Committee and Sub-Committee structure detailed in the report, effective from the 1<sup>st</sup> April 2018.

Approval is sought to move to the next phase of integration which includes appointments to posts in the Executive structure, further alignment of functions and a period of financial due diligence to be undertaken following the appointment of the joint Chief Finance Officer.

### **Recommendation(s)**

- 1. That the Executive approves the Executive Structure set out in the report;**
- 2. That the Executive notes that, subject to NHS approvals and the agreement of Council, it is proposed that Trafford Council Chief Executive will be appointed to the Accountable Officer for NHS Trafford Clinical**

**Commissioning Group;**

- 3. That the Executive agrees the next steps for further alignment of functions within Trafford Council and NHS Trafford Clinical Commissioning Group as set out in the report, including the appointment of a Joint Chief Finance Officer operating across the two organisations;**
- 4. That the Executive notes the requirement for a period of assurance in relation to financial resilience of both organisations, to be carried out by the Accountable Officer and Joint Chief Finance Officer after the implementation of the Executive structure whilst moving forward with the integration;**
- 5. That the Executive notes that a further report will be brought back to Executive in the summer to update on progression of these proposals.**

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 integration 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. An update report was given on the 26<sup>th</sup> June 2017.
- 1.2 A further report on 30<sup>th</sup> October 2017 updated on the progress made in respect of the proposal to integrate health & social care commissioning and the intention to consult with staff and trade unions on the joint Executive structure developed to lead the new arrangements.
- 1.3 This report presents the feedback themes received during the consultation process and seeks approval to proceed with the Executive structure under the leadership of

the Chief Executive who will be appointed to the role of Accountable Officer following NHS England approvals.

- 1.4 It outlines the next stages of the development of a single strategic commissioning function, the proposed governance structure and the further alignment proposals for NHS Trafford CCG and Trafford Council.

## **2. The consultation and engagement process**

- 2.1 The consultation and engagement period commenced on Monday 30 October 2017 with full team briefings to affected staff and continued for a period of 47 days ending on 15<sup>th</sup> December 2017. Trade Unions are fully supportive of the integration proposals and have provided input to the structural design proposals throughout the consultation process.

- 2.2 Consultation packs containing the following documents were available for all employees following two briefings held on 30 October 2017 at which 170 people attended:

- Consultation and Engagement briefing
- Proposed Executive Leadership Team Structure Chart
- Proposed Governance Chart
- Consultation Timeline
- Information on 'Making Change Happen' courses

- 2.3 Employees who were absent (those on secondment, maternity leave, long-term sickness leave) were sent the consultation pack and any copies of documents and had opportunities to meet with their line manager in a 1-1 meeting or via a method of their choice (e.g. telephone, email etc.). Employees could also submit any queries and comments on the proposals via an email in box.

- 2.4 Dedicated intranet pages were set up with information relating to the consultation proposals and seven consultation engagement sessions were held with staff across three sites for staff to help shape the vision of the new integrated organisation and to gauge levels of understanding of the change. A total of 87 staff from both organisations attended and feedback received will assist to shape the next phases of the integration proposals.

- 2.5 A total of 233 feedback comments and questions were received during the consultation process. Individual questions were responded to directly and a frequently asked question page was created and made available to all staff via the dedicated web site.

- 2.6 Staff also took part in a naming competition to come up with a new name for the single service and from a shortlist of 5 potential names 97 votes were cast, and winning with 52% of the vote was:

**'Trafford Together for Health and Social Care'.**

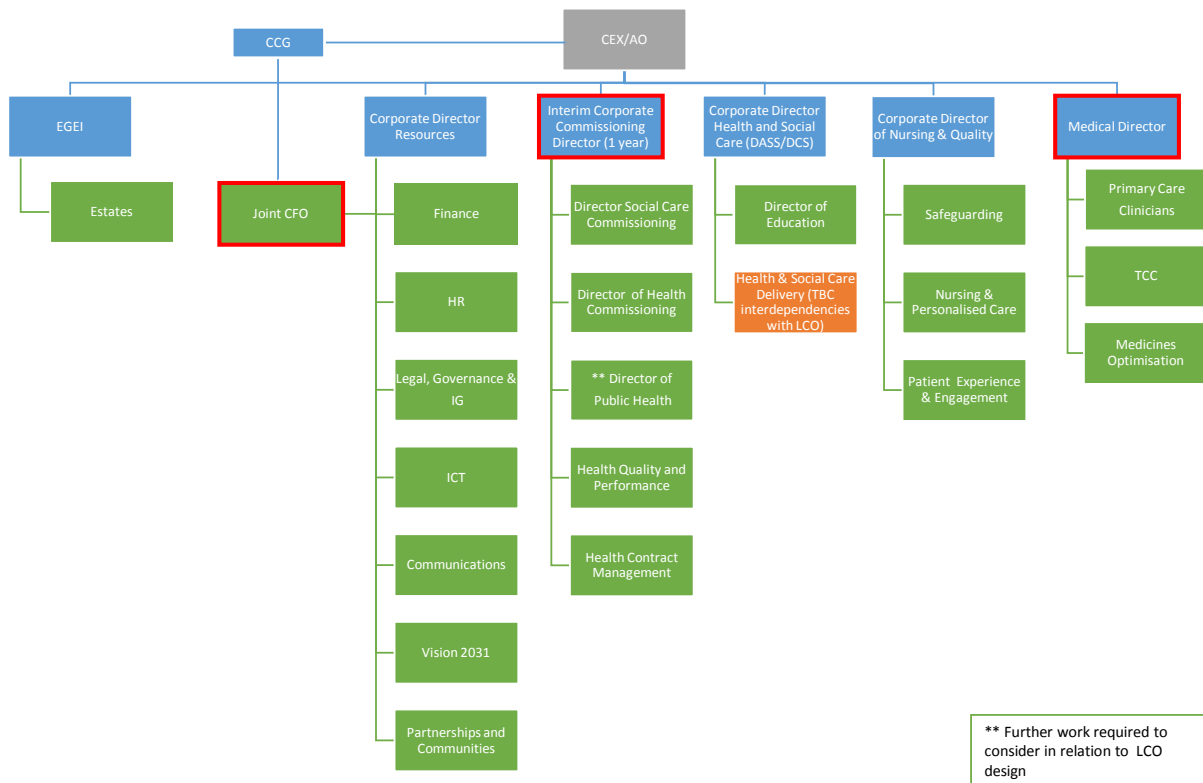
### **3. Feedback on the Staffing proposals**

- 3.1 The feedback for the Executive structure was generally very positive as staff recognised the need for clear leadership for the new arrangements. One material change as a result of the feedback relates to the reporting lines for the new Chief Finance Officer who will work across both statutory organisations, initially this post was proposed to report into the Council's Corporate Director Resources.
- 3.2 Following consideration of this feedback, there will now be a direct reporting line into the Accountable Officer to maintain full assurance to NHS England for all health financial matters with the reporting line remaining with the Corporate Director Resources for all Council financial matters.
- 3.3 The majority of feedback received in summary relates to the following key themes:
- Organisational alignment and functional tasks and activities of teams;
  - Communication channels and methods;
  - Estates and accommodation.
- 3.4 All feedback received will assist to inform the next phase of the integration process and a report on the substantive content will be shared with staff and trade unions. A staff engagement event is scheduled for 9<sup>th</sup> February at which the Chief Executive and Interim Accountable Officer will outline the next steps for further alignment of functions.
- 3.5 Based on the feedback from staff during consultation further work is required on the various interdependencies between teams across both organisations so there will be no staff accommodation moves until this further work is concluded.
- 3.6 Finance teams within the Council and CCG will align below the new Joint Chief Finance Officer post and work will continue to align financial strategies and systems, in preparation for further integration whilst a period of due diligence is undertaken to ensure appropriate levels of assurance are completed for the CCG and Trafford Council. Further work will be undertaken to understand the impact of where the Business Analysis Team will align to ensure contract monitoring arrangements are embedded and provide essential input into future commissioning decisions. Therefore in the meantime they will remain within the Finance team structure.

### **4. Recommendation and next steps**

- 4.1 Following the consultation process, the recommendation is to approve the single leadership structure to operate under the direction of the Council's Chief Executive who will be appointed to the Accountable Officer role in line with NHS approval processes.

## Trafford Together for Health and Social Care



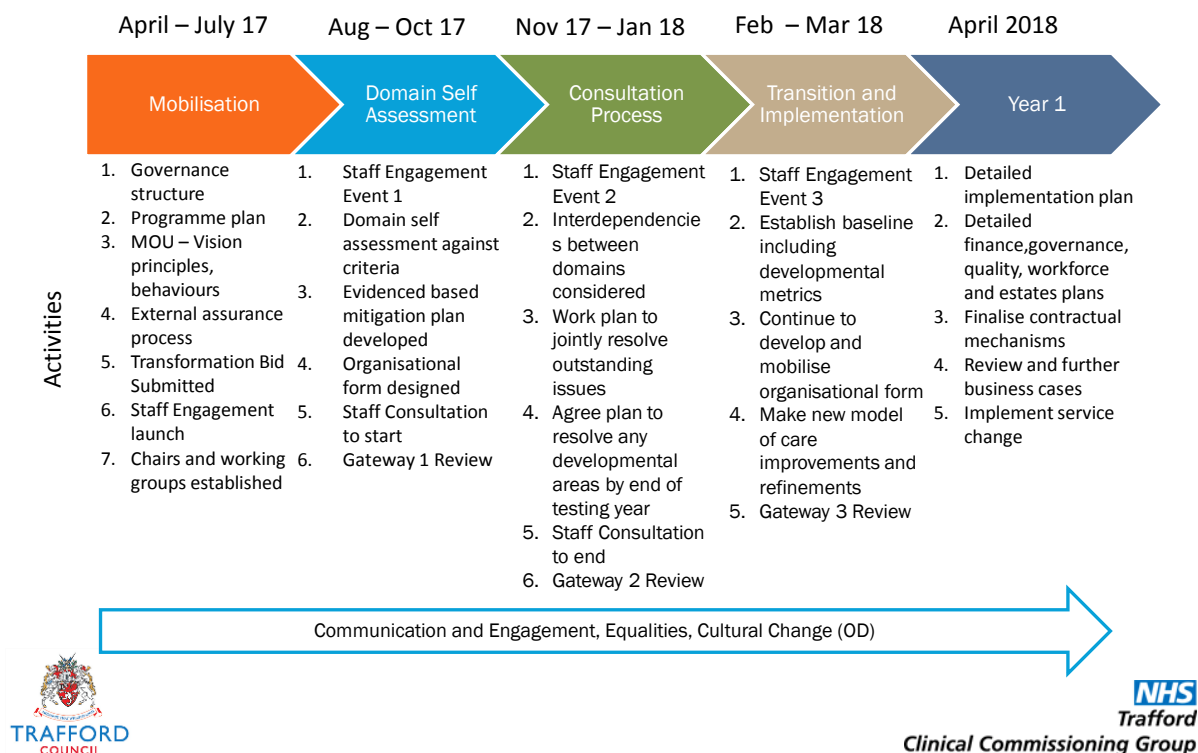
- 4.2 The CCG will take the same report through their Governing Body meeting scheduled for 30 January 2018.
- 4.3 Following approvals, a recruitment process will take place that will appoint to the following leadership roles:

Post	Action	Date
Interim Corporate Commissioning Director	Advertise	w/c 9 <sup>th</sup> February
Joint Chief Finance Officer	Ring-fence recruitment process for current CFO role holders	w/c 9 <sup>th</sup> February
Medical Director	Advertise	w/c 9 <sup>th</sup> February

- 4.4 A period of due diligence will be undertaken by the newly appointed joint Chief Finance Officer to assess our financial resilience whilst moving forward with integration.
- 4.5 The financial gateway provides the right approach in order to deliver a significant agenda of change over the course of 2018-19, whilst we continue to move forward in parallel with the next phase of development of the Local Care Organisation.
- 4.6 To progress further alignment of functions, a programme structure is in place with 9 workstream 'domains' established each with a Senior Responsible Owner and a

Programme Lead. These workstreams will use the feedback information received during consultation and host further staff engagement and undertake business analysis activities. This will then shape organisational models that will support the achievement of the vision and strategic commissioning intentions and associated support services infrastructure so that our residents receive the care and support they need, when and where they need it.

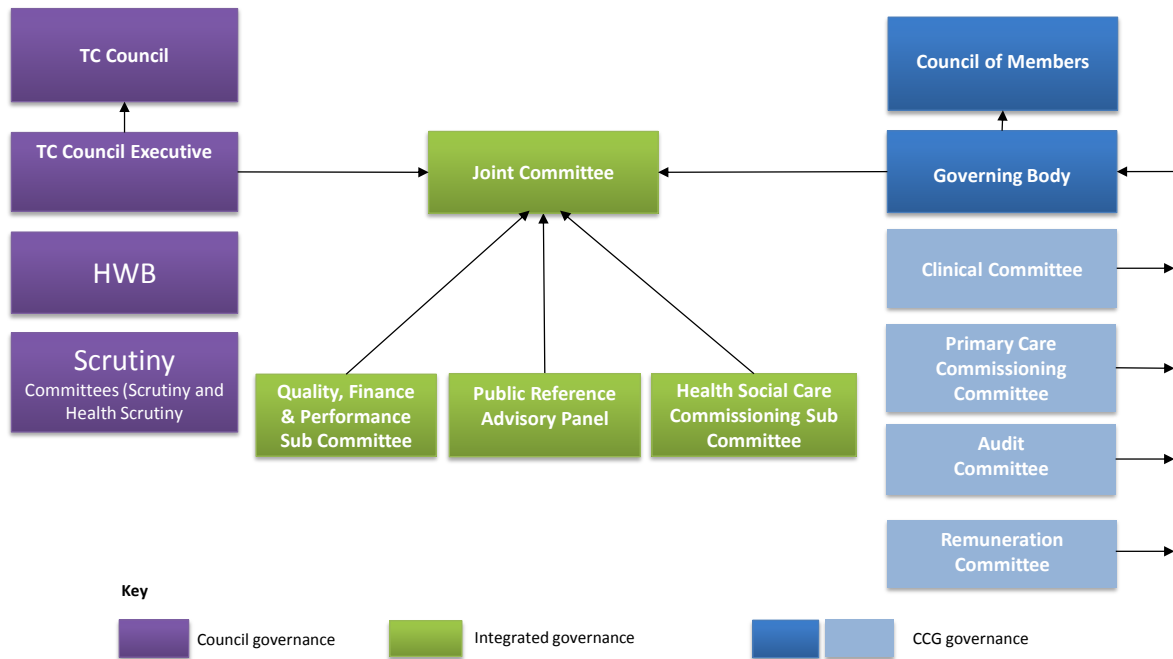
## End to End Overarching Timeline and Activities



### 5. Governance arrangements

- 5.1 A Joint Commissioning Board and Integration Board is currently in place to develop and oversee the proposals. This will continue until the establishment of a joint Governance structure which will be based around a formal Joint Committee and Sub Committee structure as set out in the diagram above. Work on the Joint Committee is to be developed by a workstream domain and detailed proposals will be brought to the Council in line with the proposals in paragraph 4.6.

## Integrated Governance Structure



### Other Options

The alternative option is not to proceed with the proposals. The financial due diligence work will inform this decision.

### Consultation

Extensive staff consultation has been carried out as set out in the report above

### Reasons for Recommendation

The joint appointment of the Chief Executive to the Accountable Officer role and the approval of the proposed Executive structure will facilitate the next steps of the integration process for further alignment of functions and governance arrangements to operate.

An update report will be brought back to Executive in the summer that will detail how integration of the two organisations is progressing.

**Key Decision** Yes

**If Key Decision, has 28-day notice been given?** Yes

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

**Legal Officer Clearance** (JLF)..... ..

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

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