

Shropshire and Telford & Wrekin CCGs Joint Frequently Asked Questions

Creating a Single Strategic Commissioner

Staff Questions June 2019

Business as Usual

- How do we manage to keep Business as usual (BAU) going when we will be in a period of change where the executive teams focus is likely to be on the future direction?

Answer:

Planning for the transition to a new commissioning organisation is currently taking place and part of this process is about establishing and then sourcing additional resource to specifically assist with elements of the change process. This is partially to ensure we have the right skills and capacity in place to undertake the change programme but also to ensure as far as possible that it does not drain the resources needed to carry out business as usual. Nevertheless this is going to be a challenge and Directors and Executive Leads will be in continued discussions with their teams about how to prioritise work and ensure that delivery of services to patients remains the primary focus.

About the new organisation

- Please do not go down the General Commissioner route like Staffordshire as it doesn't work and no-one has oversight or ownership for important areas
- Will there be only one HQ?
- What will the name of the new CCG be?
- How can we retain the Telford Voice in a much larger CCG which has other localities competing for resources and capacity?
- How do you retain equity in the designing of a new CCG and not allow bias from either CCG staff/management group?
- Will staff be expected to operate from a different location?
- Does the new CCG have to have a new AO and Chair?
- Will we use this as an opportunity to work as an organisation rather than departmental?
- How are you going to stop staff feeling that one CCG is being taken over by the other?
- Will we use this as an opportunity to work as an organisation rather than departmental?
- Will we have new processes and procedures and how will they be communicated?
- Will we use this as an opportunity to work in a more open manner and share diaries/ have open diaries so minimal time is spent on mundane tasks?
- Will we use this opportunity to become a paperless organisation?

Answer:

The CCGs are in contact with a number of organisations who have already been through or are going through this change process in order that we can draw on their experiences and lessons learnt and apply it to our own process.

Decisions regarding location, name and staffing structures are yet to be discussed and developed. However, both CCGs are committed to ensuring that there are

opportunities for staff at all levels of the organisations to feed their views and ideas into the change programme so we can build a new organisation that takes the best from both current CCGs. Part of this development will be focused on how we balance commissioning on a whole Shropshire, Telford and Wrekin footprint but retain a commissioning presence at place level. It is already clear that retaining local identity, voice and presence is very important so this will be central to the design of the new CCG

The Executives from both CCGs now come together for a weekly joint Executive Team meeting. This is acting as the steering group for the change programme and ensures sound representation from both CCGs in developing the programme and moving it forwards. We will also be looking at using external facilitation for key bits of the change programme.

The new organisation will only have single Accountable Officer and Chair positions. The decision has been taken with NHS England that it would be most beneficial to the development of the new organisation to appoint a single Accountable Officer to work across both CCGs in the first instance and to then take on this role in the new organisation. This will allow the person leading the new organisation to be involved in its development. This appointment will be advertised nationally and therefore will be open for any eligible candidate who wishes to apply. The process for recruiting a Chair is yet to be determined.

Timing

- January to March is incredibly busy for a number of the teams with contract negotiations and new provider implementations – the creation of the new CCG for 1 April is likely to bring even more stress. Can this be considered as part of the planning?
- What will the timeline for the work that has to be done to dissolve two CCGs and create a new one?

Answer:

For a number of regulatory, as well as practical, reasons (such as the production of annual accounts) the dissolution and creation of CCGs would almost always occur in line with the financial year cycle. As part of the planning process we are looking at any additional resources we will need to bring in to assist with the process of change and transition. Directors and Executive Leads will also work with their teams to prioritise work where there are issues of capacity created by the transition process

Interim arrangement

- Do we need to make sure our JDs are up to date for our substantive roles? Should we be adding in any new responsibilities into the JD we have as temporary/interim arrangements?
- Can we have some clarity about the interim arrangements that have already been agreed e.g. finance and quality?

Answer:

It would be prudent to ensure that job descriptions accurately reflect current roles and responsibilities but this should be on the basis of a post holder's substantive role not in relation to any additional responsibilities a staff member has as part of interim arrangements.

The interim Finance and Quality team structures, which are in place for the period of transition only, are accessible in the corporate folder,

PMO

- Can we have some clarification on the role of the PMO? What is the anticipation on what this will look like?

Answer:

The role of the PMO is currently under development but it will essentially provide project management support for the day to day change management and transition process to ensure in particular that we meet the criteria and deadlines set for us by NHS England

Submission

- Will the September submission include indicative structures or does it just contain the intention to develop these?

Answer:

A more detailed timetable for the process of dissolving the two existing CCG's and creating a single strategic commissioner is currently in development. However, it is anticipated that a draft organisation structure could be in existence by the end of the summer. Engaging with staff, seeking views and hearing concerns will be part of the process of creating the new structure and making it fit for the future. There will then be a period of formal consultation with staff.

Management of Change

- Is the local change management process different to the agenda for change one?
- Slotting in and ring fencing are mentioned in the Change management Policy – how do these processes work?
- If you get slotted in or ring-fenced to a role in the new structure and are successful, but then another role is advertised to open market after any slotting in or ring-fence has been applied to it at a higher band, are you able to apply for it?
- Will both CCGs run a Mutually Agreed Resignation Scheme (MARS) and/or voluntary redundancy scheme?
- Will the CCGs support an early retirement scheme?
- Will Shropshire be getting rid of their interim staff that they have taken on over last year now?
- If someone is slotted in or ring-fenced to a role with lower pay do they get pay protection?
- How does ring fencing and slotting in work when teams ostensibly doing largely the same role in either CCG are on different bandings?
- How does the re-deployment process work?
- As it will be a new organisation would job descriptions need to be developed and banded for all the roles or are there some roles which would be slotted in using current JDs?
- If a person's base changed how long would they receive reimbursement for additional travel costs e.g. the extra mileage they incur travelling to Shrewsbury from their current base?

- I am concerned that the two CCGs having different organisational change policies will make it impossible to equitably make the changes that are being put forward. Will we both follow exactly the same process?
- Will we have to relocate?
 - If yes, will you provide costs and I so for how long?
 - If no, will WFH be upgraded in the near future as building is not fit for purpose?
- With regards to PA and Admin posts for the new organisation would they be based on the generic JDs as developed under Agenda for Change?
- If someone is currently on a band 6 and they apply for a band 5 post and are successful in getting that post via an interview would they receive pay protection? Within the pay protection policy 2.1 states that a “move to a suitable/alternative role at a lower band”. It wouldn't actually be a move would it?

Answer:

Shropshire and Telford & Wrekin CCGs have adopted the same Management of Change Policy so there will be a uniform approach to the change management process across both CCGs. This policy is based on NHS guidance and best practice and will apply to all staff within the CCGs.

We are currently working on developing the Organisation Development and HR support for the transition but as part of this there will be opportunities for staff to get more specific information regarding the detail of the change management process and how it works in practice. We will also be involving the Unions in this process.

There has been no discussion relating to the location of the new organisation, but there will be an opportunity for staff to input their views on this as the process develops.

Employment concerns

- Some teams have already reconfigured – finance, BI – will they still go through a change management process?
- What support for staff will be offered? Would like to know we have interview and CV prep time, time off for attending interviews, CV /interview coaching, counselling service etc.?
- For those people approaching retirement may wish to consider if taking early retirement is an option. Can HR arrange for a seminar on early retirement with the Pensions Authority?
- In the report to the Boards one of the recommendations is around agreeing to the early recruitment of a single AO and the early integration of management teams. Would this mean that the executive team PAs would be recruited to post at perhaps an earlier stage of the process?
- Will TUPE apply?
 - If not, will we have to re-apply for new roles and will we be matched to roles?
- Will the fact there is now one head nurse be taken into account? Any other roles that have already become joined up?
- Local responsibilities may overlap with staff in Telford & Wrekin; where currently there are two staff members doing a task that only requires one. How are divisions of responsibilities worked out?
- Will staff have any visibility/warning of the new structure before it happens?

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Answer:

Although some steps have been taken to bring teams together across the two CCGs and some temporary interim measures have been put in place to practically support more joined up working and address staffing issues and further steps may be taken over the coming weeks, this in no way pre-determines what the structure of the new organisation will be.

The new AO will be responsible for developing a new Executive structure and from this Directorates and their structures and functions will be developed. There will be opportunities for staff to input into the development of this new structure. All staff, whether they are part of a joint structure or an interim arrangement will be part of the change management process and this will be on the basis of their substantive post. Staff training and support will be part of the process.

It is likely that those staff who will transfer from the old CCGs to the new organisation will do so via TUPE

Finance

- Shropshire CCG has a deficit so will this be written off with the creation of a new CCG?
- Will the residents of Telford and Wrekin lose out by a new CCG taking on the proportionally larger deficit at Shropshire CCG?
- What is the total cost of the 20% vacancy factor mentioned in the last briefing?

Answer:

It is not yet clear how the existing historic deficit for Shropshire CCG will be treated. We will be seeking NHSE advice on this. In the meantime, as part of the application process to create a new organisation we will be building a finance plan for the new organisation which will aim to achieve in-year financial balance over time.

One of the opportunities in developing a new single commissioning organisation is to strip out inefficiencies and duplication where they exist. It is therefore anticipated that the new organisation will be better placed to ensure all residents of the county of Shropshire get better value from our allocation of health funding. This is particularly relevant as the usage of services across commissioning boundaries can be fluid. These boundaries are not recognised by patients who want to access the treatment and care they need irrespective of commissioning arrangements.

To meet the 20% reduction in running costs required by NHSE, the total reduction needed in allocations between 2018/19 and 2019/20 is £1.218m across both CCG's (£0.775m Shropshire and £0.443 for T&W)

Communication

- Is this a merger or not? What is the difference? Staff at Shropshire CCG seem to be describing it as a merger but Telford and Wrekin CCG are not. Can the same language be used by both?
- How will communications on this issue be distributed to staff and held for future reference?

- Will both CCGs need to consult the public and stakeholders?
- Will we have new processes and procedures and how will they be communicated?

Answer:

We are not undertaking a merger, even though it can be tempting to refer to it as that. At the point we create a new commissioning organisation the two existing CCG's will be dissolved. Whilst the difference is quite subtle, from a legal and regulatory perspective the processes that would be followed for each would have different requirements. The creation of a new organisation enables us to build it from the beginning rather than bringing together a set of inherited structures and practices that may not easily dovetail together or be fit for future purpose

Communication regarding the transition will be done in a variety of ways which are currently under development but will include some of the usual routes of staff briefings and newsletters. In addition these FAQs will be regularly updated and added to

It will not be necessary for the CCGs to undertake a formal consultation process. However, we will be undertaking an extensive engagement programme with the public and stakeholders, for which a plan is currently under development.

The new organisation will need its own processes and procedures. During the transition the current processes and procedures of the two CCGs will be reviewed. Where policies and procedures remain fit for purpose they can be adopted by the future organisation or where necessary new ones can be created.

Some of the work to align policies across T&WCCG and SCCG has already begun. As the process gets underway there will be regular communications to staff regarding progress, key milestones and key pieces of information

Staff Engagement

- Will staff be involved in the design process of a strategic commissioner for Shropshire, Telford and Wrekin footprint?
- Will there be a joint FAQ list with Shropshire CCG?
- Will staff have any visibility/warning of the new structure before it happens?
- How and when will changes to our roles be agreed and communicated?
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Answer:

Engaging with staff, seeking views and hearing concerns will be part of the process of creating the new structure and making it fit for the future.

We anticipate that there will be a series of engagement events as well as a range of other ways for staff to feed in their views. In line with our Management of Change policy there will also be a more formal period of consultation with staff on any new structure before it is finalised and implemented. The target date for the new CCG to "go live" remains 1 April 2020.

Part of this engagement process will not only be about the specific staff posts within the structure but also about the way we work, the culture we want to build, how we reduce duplication and design out the issues that make people's jobs harder currently.

This joint Shropshire, Telford and Wrekin FAQ sheet will be updated regularly

Long Term Plan

- What is the direction of travel/landscape described in the NHS Long term Plan?

Answer:

It is planned that in the near future both AO's will be undertaking a presentation to staff regarding the Long Term Plan and what it means for the NHS in the future

Role of the STP

- How involved are the STP in the creation of the new CCG?
- What is the STP's view of this proposal?

Answer:

The STP welcome the proposal for the creation of a new strategic commissioning organisation as this aligns with the policy position regarding commissioning being carried out on an STP footprint in the future. It is also a significant positive enabler to some of the strategic developments needed by the system that the STP are wishing to drive forwards. As the transition plans develop the STP will be involved in shaping them

Staff Questions July 2019

With reference to the previous response in June given under the heading **Communication**

"We are not undertaking a merger, even though it can be tempting to refer to it as that. At the point we create a new commissioning organisation the two existing CCGs will be dissolved. Whilst the difference is quite subtle, from a legal and regulatory perspective the processes that would be followed for each would have different requirements. The creation of a new organisation enables us to build it from the beginning rather than bringing together a set of inherited structures and practices that may not easily dovetail together or be fit for future purpose."

Question:

Please could you explain why the decision to dissolve the CCGs was reached, rather than a merger – are there any differences that will affect staff rights and T&Cs? How will these 'different requirements' affect the process and outcome?

Answer:

Both CCG Governing Bodies attended NHSE facilitated sessions to discuss options for bringing the CCGs closer together. These were initially separate sessions followed by a joint one. Agreement was reached as a result of these sessions that rather than going through a

process of merging the two CCG structures together it would be preferable to design a new CCG, starting essentially with a blank piece of paper and designing a new organisation rather than starting with what we have and trying to mould it into something new.

In terms of the management of change process for staff this would be the same whether the CCG was undertaking a merger or dissolving the current organisation and creating a new one. The different requirements refer to the requirements of NHSE in the merger or creation of a new organisation scenarios.

Consultation Process

Question:

The June FAQs also state that 'It will not be necessary for the CCGs to undertake a formal consultation process.'

Surely what is happening this financial year falls under section 1.2 of the new Organisational Change policy as 'reorganisation' which says: "Major organisational changes" will include the reorganisation, relocation, merger, significant expansion or reduction of a function, competitive tendering or outsourcing/insourcing, or a major change in working practice.

Answer:

Section 14Z(2) of the Health and Social Care Act 2006 requires patients and the public to be involved in the planning of services, in the development and consideration of proposals that may change the range and manner of services, and in decisions that have such an effect. Section 14 Z(2) does not apply to a dissolution of a CCG and the creation of a new one unless those changes impact on the health services for which the relevant CCGs are responsible.

The Health Scrutiny regulations require CCGs to consult relevant overview and scrutiny committees on any substantial change or variation in health services. CCG dissolution or merger in itself will not result in a substantial change thus there is no requirement to consult Health Overview and Scrutiny Committee(s) (HOSC). Regulation 24 of the health scrutiny regulations provides an explicit exemption – CCGs are not required to consult the relevant HOSC in the event of CCG dissolution or merger unless that dissolution or merger results in a substantial change.

We do not anticipate that the creation of a new CCG itself will impact on the services that are and will be commissioned.

However, proactive engagement both internally and externally, will be a key workstream in the transition programme and in particular we have already committed to regular updates to the Joint Health Overview and Scrutiny Committee.

A Communication and Engagement plan is currently in development and the CCGs plan to have an Organisational Development partner in place by 1 August to assist us in working with staff and other stakeholders in developing the new organisation.

In relation to the internal management of change process, the dissolution of the two CCGs and the creation of the new organisation would be defined as 'major organisational change'

so we will be consulting with staff in due course with regards to the changes and any impact on roles and structures.

Non Merger of Commissioning Functions

Question:

Please could you explain whether the two commissioning departments will work together during this financial year as all other departments now are, or will this be a 'big bang' from 1 April.

Answer:

It is anticipated that all elements of the organisations, including the commissioning department, will start to work more closely together and will look for opportunities where this is possible. It will be for Directors and Executive Leads to work with their teams to see where and how this can be done.

However, these arrangements will effectively be interim measures and a management of change process will take place, based on substantive roles, to move staff into the new organisational structure. This structure has not been created yet and there will be an opportunity for staff to input into its development.

Staff Questions August 2019

The answers below related to the very specific questions asked but form part of a wider approach to the Management of Change. Prior to the commencement of any Management of Change process there will be information sessions regarding how the process will work as well as an opportunity for staff to input into the development of the new organisational structure.

Question:

I understand the answers previously around hot-desking, new electronic ways of working, etc which suits staff who go out to meetings and are not always in the office based, but it is the lower band admin staff who are mostly office bound full time that a new location will impact on. How will they be compensated if the new organisation base is moved significantly from their current work base and this necessitates extra travel every day?

Answer:

Where staff are required to travel further to a new base they will be able to claim any additional mileage as excess mileage for a period of four years from the date of the change.

Question:

Will we be made aware of all posts with job descriptions + person spec prior to the slotting in/ring-fencing phases?

Answer:

At the slotting in and ring-fencing stage, staff will be made aware of the jobs that they have been matched against for the purposes of slotting in and ring-fencing. At this stage they will not be made aware of job descriptions that they have not been matched against.

Question:

What if we want to apply for a post that we think we are a suitable match for, but haven't been selected for as part of the slotting in/ring-fencing stages?

Answer:

At the slotting in and ring-fencing stage, where staff have not been selected for posts they will not be able to apply for them at this stage. Towards the end of the process, where posts are still available as vacancies and these are open to all employees, staff may apply at this stage. In addition if staff feel they should be matched against a post that they have not been selected against they need to discuss this with their line manager, in the first instance, as part of the consultation process.

Question:

How do you decide what post/s I am suitable to be slotted in to? If based on job description then these are quite generic and I personally undertake 'local' responsibilities that are not necessarily listed in my JD.

Answer:

Current job descriptions will be used in comparison with new job descriptions. Line managers have recently been tasked with ensuring that all job descriptions are up-to-date and fit for purpose ahead of any management of change process.