

Meeting Title	Trust Boards in Common (Public)		
Meeting Date	4 September 2019	Agenda No	13
Report Title	MSB Corporate Services Redesign Programme – Progress Update		
Lead Executive Director	Jonathan Dunk, Chief Commercial Officer		
Report Author	Katie Rawlings, Programme Director		
Action Required	Decision <input type="checkbox"/> Discussion <input type="checkbox"/> Monitoring <input checked="" type="checkbox"/>		
Strategic Objective(s)	To provide consistent, high quality and cost effective corporate services to the 3 hospital sites.		
Executive Summary	<p>The programme continues with transitioning three teams into one. A number of team structures are now in place and a high volume of workforce consultations continue</p> <p>The majority of corporate services have now completed their detailed design work with the remaining few services expecting to have their service models confirmed by end 2019.</p> <p>The refurbishment work to Britannia Park, the Corporate Services hub, is progressing and is expected to complete by end October 2019. Phase 1-3 is now complete and Phase 4 is underway. The HR team has moved in across August 2019 and further moves are planned for Finance team, Digital and Healthcare Analytics throughout September and October 2019.</p> <p>Staff engagement and communication continues to be key to the success of the programme. As areas have gone live with their new structures, they have been encouraged to share contact details with service users to ensure a seamless handover of duties. Routine staff briefing sessions with affected corporate services staff in HR, Finance, Procurement, Digital and Healthcare Analytics continues and are well received.</p> <p>As the programme progresses, there has been a small number of staff that have selected redeployment instead of moving to the Corporate Services hub. These staff members are supported by the HR Change Team in finding Suitable Alternative Employment and opportunities maximised through ring fencing of Admin & Clerical jobs. To date, all staff members selecting redeployment have been based at Mid Essex Hospital.</p> <p>Once services have completed their transition to single teams, focus is turning to undertaking the improvement work to ensure high quality services are provided. Key themes of improvement include service responsiveness, system integration and recruitment and development.</p>		

<p>Background and Context</p>	<p>In February 2018, the Joint Working Board endorsed outline business cases for the consolidation of HR, Finance and Procurement teams across the three Trusts, as well as development of a staff support hub. These outline cases included proposed operating models, estimated benefits and high level road maps setting out timelines for delivery of the changes. A programme definition document for the delivery of this programme of work was brought to JWB in September 2018.</p> <p>Phase 1 of changes include those services where outline business cases were presented in February 2018. Phase 2 includes all other corporate services.</p> <p>The purpose of this document is to outline progress made since the last update in June 2019 and to describe what the programme has achieved so far.</p>
<p>Corporate Services office location – Britannia House</p>	<p>Refurbishment work started in February and is due to be complete by October 2019. This is slightly later than the original proposed date of August 2019, however it mirrors the consultation conclusion dates for services moving into the building.</p> <p>The work is broken into 5 phases and phase 1-3 is now complete. The single procurement team moved in May 2019. The HR teams moved in August 2019. The Finance, Digital and Healthcare Analytics teams will move in September and October 2019.</p> <p>Work is underway across the 3 hospital sites to ensure corporate office space is re-sized to fit the new number of staff on site as well as hot desk facilities for staff working between the hub and sites. This is supporting the release of space for clinical services on site.</p>
<p>Workforce consultation and implementation of new structures</p>	<p>The following workforce consultations have been successfully completed:</p> <ul style="list-style-type: none"> • Occupational Health • HR Team • Safeguarding Team • Infection Control Team • Phase 1 Procurement Team • Capital Team • SUHT Bank and Agency Team <p>The following workforce groups have published their consultation outcome and progressing with appointment stage:</p> <ul style="list-style-type: none"> • Finance teams, excluding transactional finance teams • Digital team • Healthcare Analytics • Estates & Facilities Specialist Team <p>The following consultations are due to start in September:</p>

	<ul style="list-style-type: none"> • Communications Team • Estates & Facilities Operations Team <p>The creation of a single Bank and Agency service is on track and teams have started transitioning from currently outsourced services to the internal team. MEH Bank Partners transitioned across on 1st July. BTUH NHSP and MEH Medacs transition across on 9th September and the final transfer will be the BTUH Medacs team by end October 2019. Each of these exercises has involved a TUPE transfer of staff.</p> <p>The Charities team service model was approved in August. This leaves the Volunteering, Legal, Board Secretaries, Private Patient services to confirm their service models and these are expected by end 2019. The timing of consultations with remaining clinical governance areas is to be determined pending the conclusion of imminent CQC inspections at MEHT and SUHFT</p> <p>Routine updates are taking place with staff side on workforce consultations.</p> <p>Where staff chose not to accept a role in the new structure, they are encouraged to join the redeployment list. A small number of staff members have selected redeployment to date. All staff members were originally based at MEH. In order to support this group of staff in finding suitable alternative employment, the three trusts have agreed to ring fence Admin & Clerical roles in the recruitment pipeline to offer to redeployed staff. There is a protocol in place to support this as well as exception criteria agreed with the three site leadership teams.</p>
<p>Update on benefits</p>	<p>The planned level of savings for the programme in 19/20 is £6.2m recurrently. It is currently anticipated this value will be delivered, albeit through an element of non-recurrent corporate budget savings, reflecting some slippage in implementation timings of schemes. The FYE value of recurrent benefits remains unchanged however.</p> <p>The high value cost improvement schemes include introduction of a Direct Engagement platform to reduce agency spending (£1.3m), introduction of a Medical Bank app to reduce use of medical agency (£600k); procurement savings from operating as one organisation (an additional £1.3m on top of expected procurement savings); and estates & facilities efficiencies (£1.25m).</p>
<p>Communication and engagement</p>	<p>Monthly staff briefing sessions with affected staff are now routine. These are supported by a Question and Answer pack for staff which is routinely updated.</p> <p>Communications with the wider organisation are also ongoing, including a section in the CEO staff briefings, updates at Senior Leadership Team meetings and articles in 1 weekly bulletin.</p> <p>The programme has dedicated communication and organisational development support working with workstreams leads in the transition from three teams into one, working to ensure affected staff and service</p>

	users are aware of the changes planned and are supported in developing their new team dynamics.
Assessment of Implications	
Financial	The overall financial position remains as previously reported.
Risk	The implications of staff attrition at this time of change and the impact on business as usual are included in the MSB Portfolio Risk Register.
Equality and Diversity	No implications for groups with protected characteristics
Freedom of Information	None of note
Other <i>Implications Identified</i>	None of note
Recommendations	Boards in Common are invited to note the update on the Corporate Services Redesign Programme and to request clarity on any areas where additional assurance is required.
Appendices	N/A