

<b>Meeting Title</b>	<b>Mid and South Essex Acute Trust Boards in Common (Public)</b>		
<b>Meeting Date</b>	<b>13<sup>th</sup> November 2019</b>	<b>Agenda No</b>	<b>15</b>
<b>Report Title</b>	MSE Corporate Services Redesign Programme – Progress Update		
<b>Lead Executive Director</b>	Jonathan Dunk, Chief Commercial Officer		
<b>Report Author</b>	Katie Arnold, Programme Director		
<b>Action Required</b>	Decision <input type="checkbox"/> Discussion <input type="checkbox"/> Monitoring <input checked="" type="checkbox"/>		
<b>Strategic Objective(s)</b>	To provide consistent, high quality and cost effective corporate services to the three hospital sites.		
<b>Executive Summary</b>	<p>The core programme continues with consolidating 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 the end of 2019.</p> <p>The refurbishment work to Britannia Park, the Corporate Services hub, is close to completion and is expected to be finished by the end November 2019. Members of the Digital and Finance teams have moved in across September and October 2019, with further moves planned for the Digital team and Healthcare Analytics throughout November 2019.</p> <p>Staff engagement and communication continues to be a key focus 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 &amp; Clerical jobs.</p> <p>As a growing number of corporate services become single teams, a small number have highlighted the need for a period of stabilisation due to high level of staff turnover in recent months as consultations have concluded and teams come together in the hub. Where required, work to stabilise services is underway which includes recruitment into vacant posts, training of these staff, leadership presence to build new teams and resolution of inherited issues.</p> <p>As part of the consolidation process there are a number of corporate services where systems and processes are also being standardised.</p>		

	<p>This is an important part of ensuring a high quality constant offering to the wider MSE group. There have been some challenges in this respect within the HR function (further detailed below), but these are now largely addressed, with the programme (supported by CMO and audit review) ensuring that any opportunities to take learning regards go-live processes and scheduling is appropriately taken.</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. Improvement priorities are now identified for the first tranche of single services and key themes include service responsiveness, system integration and recruitment and development.</p>
<p><b>Background and Context</b></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 which now encompasses all corporate services.</p> <p>The purpose of this document is to outline progress made since the last update in September 2019 and to describe what the programme has achieved so far.</p>
<p><b>Corporate Services office location – Britannia Park</b></p>	<p>Refurbishment work started in February and is due to be complete by November 2019. This is slightly later than the original proposed date of August 2019 however mirrors the consultation conclusion dates for services moving into the building. The refurbishment work has significantly improved the working environment for staff in the building and feedback from staff is positive.</p> <p>The work is broken into 5 phases and phase 1-4 is now complete. The single procurement team moved in May 2019. The HR teams moved in August 2019. The Finance team moved their first set of teams in September and October, Digital in October and November and Healthcare Analytics teams will move in November 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><b>Consolidation Phase - Workforce consultation and implementation of new structures</b></p>	<p>The following workforce consultations have been successfully completed:</p> <ul style="list-style-type: none"> <li>• Occupational Health</li> <li>• HR Team</li> <li>• Safeguarding Team</li> <li>• Infection Control Team</li> <li>• Phase 1 Procurement Team (Strategy and Sourcing)</li> <li>• Estates &amp; Facilities Capital Team</li> </ul>

	<ul style="list-style-type: none"> <li>• Estates &amp; Facilities Specialist Team</li> <li>• SUHT Bank and Agency Team</li> <li>• Phase 1 Finance Team (Centres of Expertise and on-site support)</li> </ul> <p>The following workforce groups have published their consultation outcome and progressing with appointment stage and working towards transition:</p> <ul style="list-style-type: none"> <li>• Digital team</li> <li>• Healthcare Analytics</li> <li>• Communications Team</li> </ul> <p>The following consultation started in October 19:</p> <ul style="list-style-type: none"> <li>• Remaining Clinical Governance teams</li> </ul> <p>The following consultation will start in November 19:</p> <ul style="list-style-type: none"> <li>• Estates &amp; Facilities Operations Team</li> </ul> <p>In September, the non-medical Bank &amp; Agency service at BTUH (previously run by NHS Professionals) and the medical Bank &amp; Agency service at MEH (previously run by Medacs) transitioned into the single internal service based at Britannia Park. Each of these exercises has involved a TUPE transfer of staff. Some issues were experienced with the BTUH transition and a task force was put in place to ensure a speedy resolution which is now complete. Due to the level of change, the last remaining transition of BTUH medical Bank &amp; Agency service is delayed to early 2020 in order to give the team time to stabilise and ensure a safe transition of this final element.</p> <p>The Finance Phase 2 (Finance Transactions services, including Payroll) future service model was confirmed in September 2019, with workforce consultation and TUPE planning now underway. This workstream will also see the introduction of a single financial ledger across the Group, standardise our payroll delivery and introduce improvements in the way we are able to procure.</p> <p>The Charities team service model was approved in August. This leaves the Volunteering, Legal, Board Secretaries, Corporate Secretaries, Private Patient services, Clinical Coding and Procurement Phase 2 to confirm their service models and these are expected by end 2019.</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. The majority of staff members were originally based at MEH.</p>
<p><b>Improvement Phase</b></p>	<p>As corporate services move into single structures, focus is now on confirming the improvement work required to provide the vision of</p>

	<p>'consistent, high quality and cost effective corporate services to the hospital sites'.</p> <p>Improvement priorities are being identified for Procurement, HR, Estates &amp; Facilities, Digital, Healthcare Analytics and Finance teams and in areas this work has started.</p> <p>Programme wide enabling themes for this stage include:</p> <ul style="list-style-type: none"> <li>• Support from the People and Organisational Development team to build capability and skills in teams. A team of 16-20 corporate leaders and managers will undertake a coaching development programme and subsequent to that, pilot the MSE wide approach to appraisal and talent management in 2020.</li> <li>• Establishing the Performance and Assurance Framework for Corporate Services to ensure delivery of KPIs and standards through the use of MOUs (Memorandum of Understanding) between service and sites.</li> </ul> <p>Whilst outside the confines of the programme, it should be noted that from November 2019 a new forum, the Corporate Support Management Group, will become operational. This group will see Corporate Service Directors and Site Managing Directors come together to review corporate service delivery and performance</p>
<p><b>Update on benefits</b></p>	<p>The forecast recurrent saving opportunity for 2019/20 is £5.8 million versus a plan of £6.2 million. 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 resulting from operating as one group (an additional £1.3m on top of expected procurement savings); and estates &amp; facilities efficiencies (£1.25m).</p> <p>Shortfalls in delivery result from timing of implementation in some cases being delayed from original plans (reflecting requirement to ensure new structures and systems can safely be implemented without impact on organisational performance). There remains some risk to forecast savings should there be any further agreed delay in HR system and process changes, given requirement to avoid any enhancement of risks of implementation over winter period.</p> <p>Where possible these shortfalls have been offset by non-recurrent savings delivery. There is no expectation of any reduction in recurrent savings planned into future periods.</p>
<p><b>Communication and engagement</b></p>	<p>Monthly staff briefing sessions with affected staff are routine. These are supported by a Question and Answer pack for staff which is again routinely updated.</p> <p>Communications with the wider organisation includes a section on the CEO staff briefings, updates at Senior Leadership Team meetings and articles in 1weekly bulletin.</p>

	The programme has dedicated communication and organisational development support, working with workstreams leads in the transition from three teams into one and ensuring affected staff and service users are aware of the changes planned and are supported in developing their new team dynamics.
<b>Assessment of Implications</b>	
<b>Financial</b>	The overall financial position remains as previously reported.
<b>Risk</b>	The implications of staff attrition at this time of change and the impact on business as usual are included in the MSE Portfolio Risk Register.
<b>Equality and Diversity</b>	No implications for groups with protected characteristics
<b>Freedom of Information</b>	None of note
<b>Other <i>Implications Identified</i></b>	None of note
<b>Recommendations</b>	The Trust Boards of MEHT, SUHT and BTUH are invited to note the update on the Corporate Services Redesign Programme and to request clarity on any areas where additional assurance is required.
<b>Appendices</b>	N/A