

**Governing Body
in Common
Date**

21st January 2020

Agenda item

Item 5.1

Title	Principles for determining the location of the CCGs HQ and other offices
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Presented by	Paul Maubach
Exec Summary/Purpose	To provide the key principles for identifying a headquarters and other office space for the four CCGs staff working at place and system.
Previously considered at	
Are any risks highlighted in this report?	
Other risks highlighted/addressed in this paper? (e.g. financial, quality, regulatory, other)	
Equality Impact assessment	Not required
Next steps	<ul style="list-style-type: none">• To scope potential sites and score against the proposed criteria
Recommendations	<ul style="list-style-type: none">• Governing Bodies are asked to note the contents of the report• Governing Bodies confirm their authority to this working group to determine the preferred location of the HQ, in accordance with the criteria above, before the end of March.

Why has the paper been presented to the Governing Bodies? (Please tick):

For the Governing Bodies to approve

Yes

For the Board's information / to note

Yes

Principles for determining the location of the CCGs HQ and other offices

Introduction

The restructuring of the CCG team will result in the establishment of a single executive, corporate and shared commissioning infrastructure that will require a single location as an HQ in order to optimise efficient working. In addition, the CCG team will also incorporate five substantial local place-based teams who will need to share accommodation in their respective local areas.

In establishing an appropriate way of working, the first priority will be to establish fully mobile working for **all** staff (with the sole exception of staff linked to the running of a specific location, such as reception staff). Whilst everyone will have an official base, this will enable fully flexible working, including the ability for staff to collaborate in any team or activity or to be mobilised across the system and/or to any of the areas of work across the 4 CCGs. Inclusive of web conferencing, this will also enable staff and Governing Body members to work virtually and so substantially reduce the need for travel to meetings. In this arrangement all meetings will include web conferencing as standard.

The second priority will be to establish a network of locations across the geography. In particular:

- A local office, one in each of our five places, that provides a base for staff working with the local council, local GPs and the local ICP
- An HQ that provides the base for CCG staff working in corporate and collective functions
- 'Pod' locations across the patch that provide bookable meeting spaces
- a new office in West Birmingham (in close proximity to Birmingham Council) for the staff working for the West Birmingham place.

Agile Working

As we review changes to where we will be working, we are also making changes to how we will be working. Now that we have a more formalised foundation of the CCGs working together we are able to move on with the enabling IT systems. There is a medium term goal to move to a single network and teams are currently working on that requirement but in the meantime there is a short term goal to introduce solutions to enable agile working. Through the Digital/IT team we have successfully bid to receive additional funding which will be used to move all staff in all CCG headquarters to Microsoft Office 365. Microsoft Office 365 is a Software as a Service (SaaS) solution that includes Microsoft Office and other services, such as email and collaboration, from Microsoft's cloud server. What this means is that software and files are not stored locally, they are cloud based and so can be accessed from anywhere. The software is bundled with Microsoft Teams which is an instant messaging and video conferencing solution which can run over network, wifi or 4G from anywhere meaning staff are not tied to a single location and can work from satellite buildings or from home as long as they have internet access. There are some issues to overcome, not least of which are the security measures on the four legacy networks however these are not insurmountable and you will begin to experience agile technology imminently as we work through the project.

Use of public assets

Key criteria for all accommodation ought to be that we should seek to prioritise the use of public assets wherever possible – therefore we should use either local council or NHS owned properties.

Collaboration with local councils

It would be a substantial benefit to improving our collaboration with our local councils if our five local offices were co-located with, or in close proximity to, their local council. This would not only improve day-to-day working with council partners but would also improve our political capital with our key partners.

We should therefore seek to enable this change as and when leases allow; subject to there being suitable facilities / space to accommodate our staff accordingly.

Criteria for location of the HQ

It is proposed that we determine the HQ for the CCG(s) against the following three steps:

Step one: the facility should be, if at all possible, a public asset.

Step two: a shortlist of possible sites should be drawn up following step one that meet the following criteria:

- The site is within the geography of Black Country and West Birmingham;
- The site is within reasonable distance of a mainline railway station and close to public bus and/or tram routes;
- The site has reasonable access to parking facilities which can be used by both staff and visitors.
- The site can be established with the CCG(s) preferably as sole occupant so that it can more clearly facilitate the public identity of the CCG(s) – thus contributing to improving the public accountability of the CCG(s) as a public body;
- The site is not co-located with any of the current or potential five local offices. This helps to prevent any potential for any actual or perceived bias towards staff currently working in any particular office but more importantly it will be easier to develop the new CCG culture in a new location.

Step three: if there is more than one suitable site on this shortlist then the determination of the preferred HQ site should be based upon the following criteria:

- The site maximises the potential for supporting the Health and Wellbeing of staff – this has previously been expressed by staff as an important and highly desirable consideration.
- The site has the capacity to host public board meetings and provides for parking that can be set aside specifically for visitors (as the HQ we will be hosting meetings).
- The cost of leasing the site should be reasonable and affordable.
- The site should be available for use as soon as possible from July 2020 so that the CCG(s) corporate team can start working together as soon as they are appointed.

Next Steps

A working group, chaired by the Accountable Officer, has already been established with appropriate specialist technical, HR and financial input to investigate potential options and produce a shortlist / preferred location.

It is recommended that a lay member and GP board member join this group.

The preferred location for the HQ should be determined prior to the start of the consultation with CCG staff in Q1 next financial year so that this can be included as a known quantity in the consultation with them and therefore the consequential impact known for all staff.

It is therefore recommended that the Governing Bodies confirm their authority to this working group to determine the preferred location of the HQ, in accordance with the criteria above, before the end of March.

Subsequently, the working group should review the arrangements for each of the local offices with a view to establishing: first the potential timetable for identifying a new location other than the current location being used; secondly the proposed new location for the local office if that is necessary. Note: the immediate priority will be to determine a preferred location for the West Birmingham office as this is the only one of our five places that currently does not have a local office. This preferred location should also ideally be determined prior to the start of the staff consultation.