

**Governing Body  
in Common  
Date**

21<sup>st</sup> January 2020

**Agenda item**

Item 6.1

Title	Executive Structure Proposal
Sponsoring Director	Paul Maubach, Chief Accountable Officer
Authors	Alice McGee, Director of HR and OD (SWB CCG) Paul Maubach, Chief Accountable Officer
Presented by	Paul Maubach, Chief Accountable Officer
Exec Summary/Purpose	<p>This paper proposes a senior leadership structure for the four CCGs to work together at system level and at 'place' whilst allowing for room to innovate and develop ideas. The proposed senior leadership team structure will require a change to CCG Governing Body Membership for the purposes of voting membership and will be accompanied by a formal management of change process for current Directors of the four CCG's.</p> <p>The report aims to present the broad proposal for the structure and the principles of the management of change process that the CCG's will adhere to appoint to the positions.</p> <p>The structure proposes the senior leadership team and once appointed it will be for the senior leadership team to co-design the structures beneath them to operationalise the delivery of the CCG strategic objectives, considering the new governance structure for decision making and assurance.</p>
Previously considered at	<p>A number of development sessions with the executive management team, GP and Lay members across the four CCGs has taken place during the Autumn 2019.</p> <p>January 2019 Governing Bodies approving the appointment of a single Accountable Officer and subsequently a single management team</p>
Are any risks highlighted in this report?	<b>None</b>

Other risks highlighted/addressed in this paper? (e.g. financial, quality, regulatory, other)	<b>None</b>
Equality Impact assessment	The CCG's will operate within the respective management of change policies which have already had a equality impact assessment
Next steps	<ul style="list-style-type: none"> <li>• Consultation with Directors to commence 3<sup>rd</sup> February 2020</li> <li>• Remuneration Committee in common to receive proposals on remuneration on senior leadership team posts (18<sup>th</sup> February 2020)</li> <li>• Governing Body in common to approve salary recommendations from Remuneration Committee (18<sup>th</sup> February 2020)</li> <li>• Appointments into Senior Leadership Team to commence 24<sup>th</sup> February 2020</li> </ul>
Recommendations	<ol style="list-style-type: none"> <li>1. Approve the proposed executive structure and the change to the voting membership for Officer roles on the Governing Bodies</li> <li>2. Note the proposed senior leadership team structure</li> <li>3. Note the management of change process and timeline</li> </ol>
<p>Why has the paper been presented to the Governing Bodies? (Please tick):</p> <p>For the Governing Bodies to make a decision <input data-bbox="962 1279 1155 1346" type="checkbox"/> Yes</p> <p>For the Board's information / to note <input data-bbox="962 1368 1155 1435" type="checkbox"/> Yes</p>	

## 1. Background

Following the appointment of the Black Country and West Birmingham CCG's Chief Accountable Officer (CEO) the current management team have been working collaboratively to consider both the current challenges for operational delivery and the longer term strategic opportunities for the CCG's. This is in the context of considering national policy for the development of Integrated Care Systems and place based agendas for Integrated Care Partnerships/Providers.

It is clear from working together that the four executive management structures currently in place will not be fit for the future to deliver both system leadership and place based leadership as commissioners. The proposal for a single leadership team compliments the proposal presented to the Governing Bodies on a new governance structure for decision making and assurance.

The Governing Bodies have already approved, through Remuneration Committee, the appointment of the Deputy Accountable Officers and the Director of HR and OD. The process for externally advertising and appointing the Deputy Accountable Officers concluded in December 2019 with two internal candidates being appointed to the role. The appointment of the Director of HR and OD is due to be concluded in January 2020 following a period of consultation with employees affected by this post, this was not an externally advertised post.

## 2. STRUCTURE

The proposed Director roles that will form part of the single senior management team of the four CCGs are enclosed in Appendix 1 and are listed below:

- **Deputy Accountable Officer** (Executive Director)
- **Chief Medical Officer** (Executive Director)
- **Chief Finance Officer** (Executive Director and *this position will undertake the responsibilities and status of the statutory role of CCG Chief Finance Officer as outlined within the HASC 2012*)
- **Chief Nursing Officer** (Executive Director)
- **Primary Care Director**
- **Managing Director** (one for each of the five places)
- **Technology and Operations Director**
- **HR and OD Director**
- **Communications Director**
- **Transition and Transformation Director**

The CCGs will also host two posts on behalf of the Black Country and West Birmingham STP/ICS

- **Academy Director** (new post to be advertised as an STP role)
- **STP Programme Director** (this post is out of scope for the change management process)

It is proposed that all posts, with the exception of the Director of HR and OD and the Director of Communications will be Very Senior Manager (VSM) salary positions. The

Director of HR and OD and Director of Communications is anticipated to be Agenda for Change Band 8D.

A summary of the proposed portfolio areas are included in Appendix 2 and subject to approval by Governing Body, full job descriptions will be developed ready to consult with affected Directors week commencing 3<sup>rd</sup> February 2020.

In each Governing Body a different approach has been taken to voting members of the Governing Body and therefore the proposed change of the executive directors will be reflected in each of the Governing Bodies constitutions subject to approval. Appointed Directors will be appointed on behalf of all CCG's to discharge the duties of the Governing Bodies and delivery of the Strategic Plans for the Black Country and West Birmingham CCG's.

The CEO is currently working with the Chair of the Black Country and West Birmingham STP to understand whether any of the Executive posts proposed in the CCG leadership team will also hold responsibility for STP lead areas. At present a Chief Nurse and a Chief Finance Officer are the respective leads for the STP in their professional area however their terms of office are due to expire at the end of this financial year. Other Directors also lead on specific system pieces of work as executive sponsors or programme leads.

It is likely that the STP will need to establish separate processes for determining who undertakes specific STP roles and it is anticipated that a decision on this will be reached with the STP prior to the job descriptions and remuneration for the CCG roles being agreed and appointments take place. All CCG senior leadership roles will have responsibility for working at system as part of the STP/ICS built into their JDs as per the strategic aims of the CCG's however, the scale, scope and accountability for this to the STP and its partners is yet to be determined.

Another key consideration in the development of the CCG leadership structure is to ensure that there is both a sufficient and balanced leadership capacity to deliver at both system and place. Many of the role will have responsibilities that require working at both a system and a place level – for example the MDs will each lead their local place relationships and also have a system-level commissioning portfolio. As part of the process of appointing to the Deputy AO role it became apparent that these two agendas are so significant (the coordination of system level working and the coordination of place level working) that the appointment of two people was entirely necessary. Whilst the two deputies will work in partnership with each other, one will predominantly focus on the system level working and the other will focus on the place level working.

In addition to the formal senior leadership proposal there is recognition that during a significant period of transformation and transition there may be a requirement for additional senior leadership positions on a temporary basis to lead large scale agendas. An example may be for the TCP (Transforming Care Programme), but this would not be a permanent substantive part of the leadership team.

It is anticipated that all posts, with the exception of the Academy Director and STP Programme Director posts, will be appointed via either 'slot in' or 'ring fence interview' as part of the management of change process by existing Directors. The Academy Director post is identified differently due to it being hosted on behalf of STP partners and being a significantly new and different role. The STP Programme Director post has been identified as out of scope for the CCG's senior leadership team as there is currently a permanent post holder and this is hosted on behalf of STP partners.

### **3. Change Management**

#### **a. Principles**

The CCG's Remuneration Committee are responsible for being assured that the CCG has discharged its responsibilities for change management and payments of any redundancy payments.

There have been 21 leadership roles across the four CCGs in 19/20 - not including clinical executive roles and one STP role. This new structure establishes 16 leadership roles in the CCG team plus 2 STP roles (PMO and Academy Director). The proposed senior leadership structure sees a net reduction in 4 posts which equates to a circa 20% reduction in senior leadership capacity and is therefore in line with management cost reduction targets. This also means that there is a possibility that some of the current directors could be placed at Risk of Redundancy at the end of the appointment process.

To appoint to the Director posts consideration will be given to arrangements for 'Slot in', 'Ring Fence', and 'Suitable Alternative'. Consideration will also be given, as the job descriptions and change management process are completed, as to whether any posts require national advert considering the principles applied to the selection for the Accountable Officer and the Deputy Accountable Officer, where the roles may be considered to be significantly different and therefore not reaching the definitions within the management of change process for 'slot in', 'ring fence' and 'suitable alternative'.

These definitions are included within each of the CCG Management of Change policies and will ensure that an equitable and transparent process is undertaken whilst being able to assure that appointments are suitable. When considering Ring Fence or Suitable Alternative, even where there is only one person considered under these definitions, the selection will require a test of suitability prior to appointment and is likely to include assessment against the new People Framework considering; Cognitive Ability, Leadership Capability, Experience, Values and Behaviours. It is also noted that the statutory posts (Chief Finance Officer and Chief Nursing Officer) will need to be supported by NHS England and NHS Improvement before appointments are made.

The need to minimise the potential for unnecessary redundancy will also need to be incorporated within the management of change process.

#### **b. Timetable**

The CCG's Remuneration Committees will be meeting in common on 18<sup>th</sup> February 2020 and will receive a more detailed report on the outcome of the consultation period to date and the proposed impact on the current Directors in relation to proposed redundancy and change management. However, the CCGs will commence the formal management of change process with directly affected staff on 3<sup>rd</sup> February 2020. The below timetable provides the headline dates of this management of change process.

Date	Detail
21 <sup>st</sup> January 2020	Governing Body in Common to consider Governance and Leadership structure
27 <sup>th</sup> January 2020	Management of change consultation report sent to staff directly affected
3 <sup>rd</sup> and 4 <sup>th</sup> February 2020	Formal consultation commences with 1:1's a) Structure b) Job Descriptions c) Ring fencing/slotting in approach
18 <sup>th</sup> February 2020	Remuneration Committee and GB in common to determine salaries for VSM posts
20 <sup>th</sup> February 2020	Consultation closes
24 <sup>th</sup> – 26 <sup>th</sup> February 2020	Interviews for executive posts
28 <sup>th</sup> February 2020	Unsuccessful senior leaders placed at Risk of Redundancy
March 2020	Appointments confirmed in writing and communicated to staff
1 <sup>st</sup> April 2020	Formal appointments commence and temporary redeployment for unsuccessful Directors confirmed
6 <sup>th</sup> and 7 <sup>th</sup> April 2020	New Executive Team Development Days

### c. Affected Staff

The staff directly affected and therefore included within this management of change are:

- James Green, SWB CCG Chief Finance Officer
- Sharon Liggins, SWB CCG Chief Officer
- Michelle Carolan, SWB CCG Chief Officer
- Claire Parker, SWB CCG Chief Officer
- Sarah Shingler, Walsall CCG Chief Nurse
- Paul Tulley, Walsall CCG Director
- Donna Macarthur, Walsall CCG Director

- Neill Bucktin, Dudley CCG Director
- Caroline Brunt, Dudley CCG Chief Nurse
- Laura Broster, Dudley CCG Director
- Steven Marshall, Wolverhampton CCG Director
- Mike Hastings, Wolverhampton CCG Director
- Sally Roberts, Wolverhampton CCG Chief Nurse

The following Directors are excluded from the process as they are already within a management of change process, have been appointed, or the role has been excluded from the CCG's senior management team restructure:

- Matthew Hartland, appointed as Deputy Accountable Officer
- Rachael Ellis, appointed as Deputy Accountable Officer
- Stephanie Cartwright, in consultation process in relation to Director of HR and OD
- Alice McGee, in consultation process in relation to Director of HR and OD
- Alastair McIntyre, STP Programme Director out of scope of management of change

It is recognised that there are other senior management members of staff that current report directly to the Chief Accountable Officer and current directors that will be directly affected by this proposed structure however the remaining senior management posts will not be part of this management of change process. Any senior managers not listed above will be supported through a management of change process with the rest of the CCG's staff in April and May 2020.

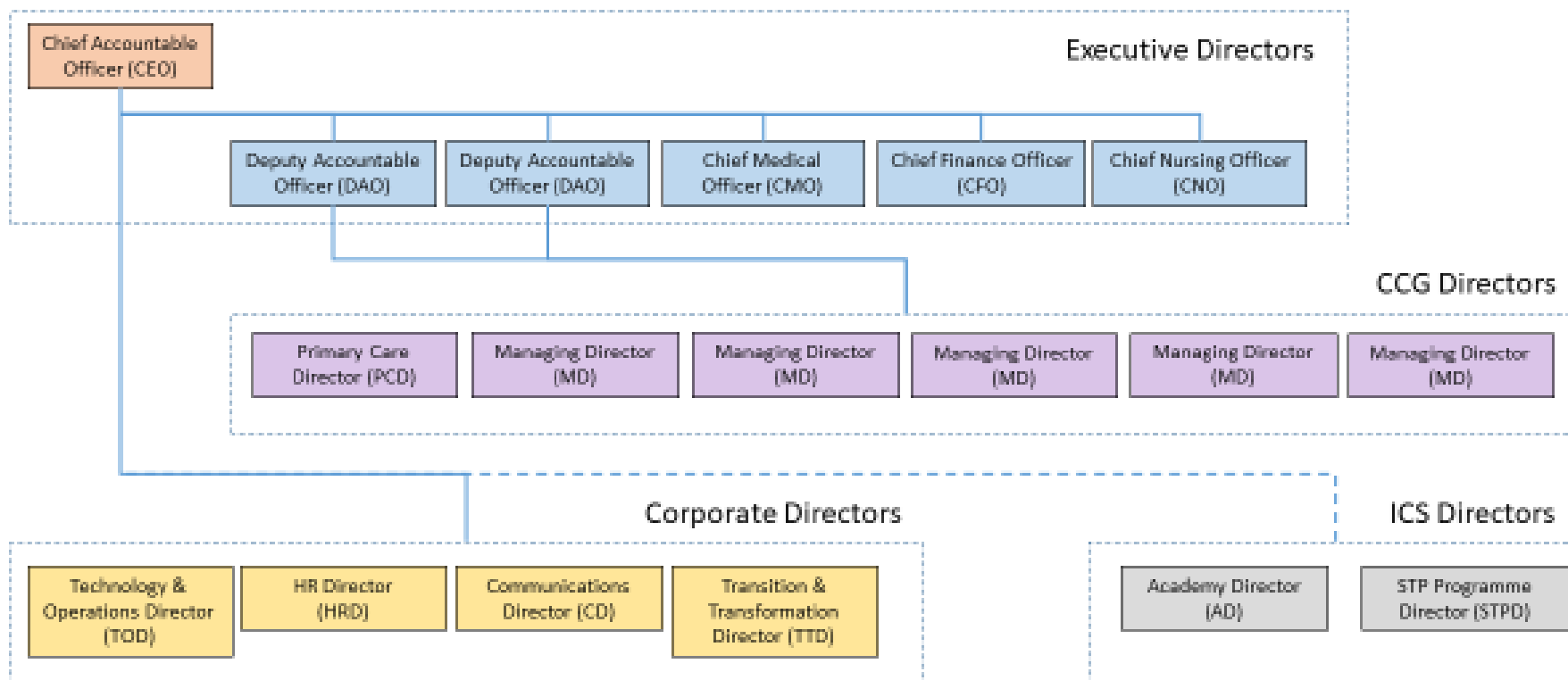
#### **4. Recommendations**

The CCG Governing Bodies are asked to:

1. Approve the proposed executive structure and the change to the voting membership for Officer roles on the Governing Bodies
2. Note the proposed senior leadership team structure
3. Note the management of change process and timeline

Appendix 1 – Proposed Senior Leadership Team

# Senior Leadership Team





## **Appendix 2 – Summary Portfolios**

### **Deputy Accountable Officer (DAO)**

Executive Voting member of the Governing Body. Each shares responsibility for coordination of planning, commissioning and accountability and will cover for each other as well as the Chief Accountable Officer.

- Deputy one (Matt) prioritises:
  - System and operational planning
  - System accountability: Assurance reporting to NHSE/I
  - Main line management role for Primary Care Director
  - Coordination of contracting, business development and performance functions
- Deputy two (Rachael) prioritises:
  - Coordination and consistency of planning and commissioning in place
  - Coordination of local accountability: local scrutiny, H&WBB, local public accountability and GP engagement
  - Main line management role for Managing Directors
  - Emergency and Urgent Care coordination, EPRR

### **Chief Finance Officer**

Executive voting member of the Governing Body and statutory responsibility in line with the CCG constitution and 2012 Health and Social Care Act. Responsible for:

- Financial management and assurance
- System sustainability
- Capital and estate planning

### **Chief Nursing Officer**

Executive voting member of the Governing Body and statutory responsibility in line with the CCG constitution and 2012 Health and Social Care Act. Responsible for:

- Quality assurance and improvement
- Individual and complex case management
- Safeguarding
- SEND

### **Chief Medical Officer**

Executive voting member of the Governing Body. This post may not require a full time officer to enable continuation of clinical sessions

- Clinical policy development

- Clinical and Public engagement / consultation
- Inequalities agenda
- Medicines Management

## **5 Managing Directors, one for each place**

- Each MD leads their local CCG place committee and is responsible for:
  - GP and PCN relationships and development
  - Council relationships and engagement including attendance at H&WBB, scrutiny, etc...
  - Oversight and performance management of local BCF and local ICP
- Each MD also leads on a shared system agenda. Proposed 5 areas are:
  - Mental Health and LD
  - Children's and Maternity, early years prevention
  - Long-term conditions and personalisation, adult prevention
  - Electives and Cancer, end of life
  - Outcomes and Specialised Services

Emergency and Urgent Care will be coordinated separately (with an Associate Director reporting to Rachael)

### **Primary Care Director**

- Primary Care contracting responsibility across all 5 places
- Preparation for further devolution from NHSE

### **Technology and Operations Director**

- Digital strategy
- Corporate governance and corporate management
- Non-clinical contract management
- Non-clinical statutory duties and non-executive coordination

**HR & OD Director** (full Job Description already prepared and is being consulted on)

- HR and CCG staff development
- CCG people plan

### **Communications Director**

- All public communications and communication interfaces

## **Transition and Transformation Director**

- Management of CCG Transition
- CCG corporate development (economic role in the system)

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