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Bwrdd Iechyd Prifysgol
Abertawe Bro Morgannwg
University Health Board



Meeting Date	26 July 2018	Agenda Item	3i
Report Title	Bridgend Boundary Changes – Joint Transition Board		
Report Author	Pam Wenger, Director of Corporate Governance		
Report Sponsor	Tracy Myhill, Chief Executive		
Presented by	Tracy Myhill, Chief Executive		
Freedom of Information	Open		
Purpose of the Report	The purpose of this report is to provide the Board with an update on the inaugural meeting of the Joint Transition Board that was held on 27 June 2018.		
Key Issues	<p>Members are invited to receive and note the report from the inaugural meeting of the Joint Transition Board in June 2018, including:</p> <ul style="list-style-type: none"> • Minor amendments to the Terms of Reference including a proposed scheme of delegation; • Agreement of the key principles underpinning the Transition Programme; • Appointment of the Transition Director; and • Approach to communications and engagement throughout the programme. 		
Specific Action Required (please ✓ one only)	Information	Discussion	Assurance
			✓
Recommendations	<p>Members are asked to:</p> <ul style="list-style-type: none"> • NOTE the report and the progress on the Transition Programme; • APPROVE the Terms of Reference including the delegated responsibilities for the Joint Transition Board; • NOTE the appointment of the Transition Programme Director and the agreement to proceed with programme arrangements at risk; and • NOTE the approach to communications and engagement throughout the Programme. 		

BRIDGEND BOUNDARY CHANGE: JOINT TRANSITION BOARD

1. INTRODUCTION

The purpose of this report is to provide the Board with an update on the inaugural meeting of the Joint Transition Board that was held on 27 June 2018.

2. BACKGROUND

The Cabinet Secretary for Health and Social Services, Vaughan Gething AM, announced on 14 June 2018 that from 1st April 2019, the responsibility for providing healthcare services for people in the Bridgend County Borough Council area will move from ABM University Health Board to Cwm Taf University Health Board.

As agreed by both Health Boards, a Joint Transition Board has been established as a Committee of each Health Board, to oversee the implementation of the boundary change. There will also be a Transition Programme Group, which will report to the Joint Transition Board, and oversee and receive reports from established workstreams.

3. GOVERNANCE AND RISK ISSUES

Terms of Reference

The inaugural meeting of the Transition Board took place on 27 June 2018 and received the terms of reference for the Joint Transition Board noting that these had been approved by the ABM University Health Board and the Cwm Taf University Health Board in June 2018. The Transition Board have supported minor amendments to the Terms of Reference which include:

- Welsh Government as an Observer;
- Cabinet Member for Bridgend County Borough Council as an Observer;
- *'Directors of Corporate Governance'* would provide governance advice to the Transition Board;
- All County Borough Councils affected by the decision are kept apprised of progress; and
- The respective Health Boards work outside the Transition Programme, to work through the revised partnership arrangements from April 2019.

Wales Audit Office have accepted the Transition Board's invitation to join the Transition Board in an observer/critical friend capacity and will be in attendance at the next meeting of the Transition Board. An invitation has also been extended to Welsh Government to attend meetings of the Transition Board.

The Terms of Reference for the Joint Transition Board, is attached as **Appendix 1**.

Scheme of Delegation

The Transition Board agreed to develop a scheme of delegation for approval by the both Health Boards. The proposed scheme of delegation has been developed by the Directors of Governance for the two Health Boards, which is attached to the terms of reference for discussion and approval.

The draft scheme of delegation is attached at **Appendix 2**.

Key Principles

The Transition Board agreed a number of key principles that will underpin the work of the Transition Programme and form the basis by which ABMU and Cwm Taf UHBs will hold themselves (and through the Transition Board, each other) to account for delivery of the required changes. They are set in the context of a commitment to maximise the opportunity to improve the health and wellbeing of the population served by both organisations.

1. Continuity of the quality and delivery of patient care will be central to all actions and decision-making.
2. There will be a continuous process of engagement and communication with staff and key stakeholders throughout the change programme.
3. At all times there will be an 'open-book' approach to the sharing of information.
4. Throughout the transition programme, opportunities will be actively explored for shared service arrangements that could improve quality and efficiency.
5. Both Health Boards will work together and with Welsh Government to ensure that neither population or organisation is disadvantaged by the operational or financial consequences of the changes.
6. The principles of TUPE and the all Wales Organisational Change Policy will be applied to the transfer of staff associated with the changes.
7. The **commissioning** responsibility for Health services for the Neath Port-Talbot and Swansea populations will be retained, in full, by ABMU. The continuity of any services into Neath Port Talbot Hospital from Bridgend is confirmed with service level agreements being put in place as appropriate.
8. The **commissioning** responsibility for Health services for the Bridgend population will transfer in its entirety to Cwm Taf UHB from 1st April 2019.
9. The **Provider** responsibility for all NHS services to the Bridgend population will transfer to Cwm Taf UHB from 1st April 2019 unless there is a jointly agreed legitimate reason that the provision of a particular service should remain with ABMU either in the short-term (to mitigate de-stabilisation during the transition period) or on a more substantive basis where, for example:
 - A given service is part of a specialist service that ABMU already provides to the wider population.
 - A single low volume or highly specialised service is currently provided to the Bridgend population from Swansea or Neath Port Talbot (or vice versa) and the critical mass is so small that legitimate concerns are raised about sustainability if disaggregated.

In all such instances, the commissioning responsibilities of Cwm Taf UHB for the population would need to be discharged through an appropriate SLA.

10. The schedule of Provider functions to transfer will be agreed through the Transition Board. In the unlikely event of any dispute between the respective Health Boards, the matter will be referred to the Chief Executive – NHS Wales for advice / decision in the context of (4) above.

11. WHSSC commissioned services for the Bridgend population are out-of-scope for consideration of any changes to Provider arrangements as part of this Programme.

In addition to the above, Cwm Taf UHB commits to doing everything possible during the Transition Programme to support ABMU in delivering the actions associated with their Targeted Intervention Programme as they relate to the Bridgend locality.

Transition Programme Director

Alison Phillips has been appointed as the Transition Programme Director. Until recently, Alison was the Chief Executive of the Public Services Staff Commission, an independent body working with employers and trade unions on workforce matters that cut across public services in Wales as well as the workforce issues arising from Local Government reform proposals. Before that she was the Deputy Older People's Commissioner for Wales working with Sarah Rochira and Ruth Marks.

Transition Programme Group (TPG)

The Transition Board agreed the establishment of a Transition Programme Group as a sub-group of the Transition Board and will be led and chaired by the Transition Programme Director. There will be a full-time Project Manager and Project Support Officer who will report to the Programme Director and be involved in the oversight of the work of the Programme Group.

The terms of reference for the TPG were considered by the Transition Board in June 2018 and the final terms of reference will be subject to approval at the next meeting of the Transition Board on 27 July 2018.

Transition Work Streams

Members agreed that there will be a series of Task-and-Finish Groups that will be established as sub-groups of the Transition Programme group that will be responsible for delivering the component parts of the overarching work plan. The lead for each group will be a member of the Transition Programme Group. The importance of ensuring appropriate clinical representation on the TPG was emphasised and noted.

Communication and Engagement

Members discussed the importance of the communication and engagement through the transition and it was agreed that good communications must underpin the entire programme.

Members discussed in detail the range of communications that would need to be in place including:

- Core briefing to staff and stakeholders, following each meeting of the Transition Board meetings (**Appendix 3**);
- The importance of joint communication where possible which may include; joint team brief in Princess of Wales Hospital initially and other briefings as determined appropriate by the staff;
- Engagement with staff partnership organisations, Trade Unions and Hospital Medical Staff Committees / Local Medical Committees; and

- Supporting staff across both organisations to hold discussions with their counterparts where possible; and
- Meetings with local political representatives, including a further meeting with Bridgend Council at an early stage.

Members agreed that an outline communications and engagement plan would be considered at the Joint Transition Board in July 2018.

4. FINANCIAL IMPLICATIONS

Resourcing implications of the Bridgend Transition programme have been considered and submitted to Welsh Government. Clearly there will be a significant amount of work via the Transformation Programme Group and related work streams that will require further consideration as part of the Transition arrangements.

5. RECOMMENDATIONS

Members of the Board are asked to:

- **NOTE** the report and the progress on the Transition Programme;
- **APPROVE** the Terms of Reference including the delegated responsibilities for the Joint Transition Board;
- **NOTE** the appointment of the Transition Programme Director and the agreement to proceed with programme arrangements at risk; and
- **NOTE** the approach to communications and engagement throughout the Programme.

Governance and Assurance							
Link to corporate objectives <i>(please ✓)</i>	Promoting and enabling healthier communities		Delivering excellent patient outcomes, experience and access	Demonstrating value and sustainability	Securing a fully engaged skilled workforce	Embedding effective governance and partnerships	
						✓	
Link to Health and Care Standards <i>(please ✓)</i>	Staying Healthy	Safe Care	Effective Care	Dignified Care	Timely Care	Individual Care	Staff and Resources
	✓				✓		✓
Quality, Safety and Patient Experience							
<p>There are no direct implications of this report. However, ensuring that the Board make fully informed decisions is dependent on the quality and accuracy of the information presented and considered by those making decisions. Informed decisions are more likely to impact favourably on the quality, safety and experience of patients and staff.</p>							
Financial Implications							
<p>Resourcing implications of the Bridgend Transition programme have been considered and submitted to Welsh Government. Clearly there will be a significant amount of work via the Transformation Programme Group and related work streams that will require further consideration as part of the transition arrangements.</p> <p>The Transition Board agreed to proceed at risk with all the programme arrangements pending confirmation of resource support from Welsh Government.</p>							
Legal Implications (including equality and diversity assessment)							
<p>Ensuring the Board is fully sighted on key areas of its business is essential to positive assurance processes and related risk management. There are, and will be risks associated with this Programme and there will be a requirement of the Programme for these to be logged, assessed and where appropriate escalated and reported into the Transition Board. In order to enact the decision by Welsh Government to proceed on the changes consulted on, there will be a legal requirement on the part of Welsh Government to lay the relevant Regulations / Establishment Orders and for the Health Boards affected by the decision to develop appropriate governance arrangements in enacting the decision made.</p>							
Staffing Implications							
<p>There are no direct implications on workforce in this report. However, specific impact, where relevant, will have been considered within individual reports referenced within this update.</p>							
Long Term Implications (including the impact of the Well-being of Future Generations (Wales) Act 2015)							
<p>The long term impact as to how health services will be provided across the Bridgend region.</p>							
Report History	Transition Board June 2018						
Appendices	<p>Appendix 1: Terms of Reference: Bridgend Joint Transition Board; Appendix 2: Draft Scheme of Delegation Appendix 3: Bulletin One 'Transition Programme'</p>						

Cwm Taf
University Health
Board

Abertawe Bro
Morgannwg
University
Health Board

BRIDGEND JOINT TRANSITION BOARD

DRAFT TERMS OF REFERENCE

Versio	Issued	Date	Comment
V1.0	Issued electronically to inform Chairs and Chief Executives considerations on the establishment of the Joint Transition Board	May 2018	For Comment
V2.0	Issued by the Board Secretaries of ABM UHB and Cwm Taf UHB for approval by the respective Health Boards.	June 2018	For Approval
V3.0	Discussed at the Transition Board in June and agreed minor amendments. Issued by the Board Secretaries of ABM UHB and Cwm Taf UHB for approval by the respective Health Boards.	July 2018	For Approval

BRIDGEND JOINT TRANSITION BOARD

1. Constitution

- 1.1 The Abertawe Bro Morgannwg University Health Board and the Cwm Taf University Health Board have resolved to jointly establish a Transition Board to take forward and implement a decision by Welsh Government to realign the Health Board boundaries for the Bridgend population into Cwm Taf University Health Board. The Welsh Government has been made aware of the establishment of these arrangements.
- 1.2 The remit of the Transition Board will be to oversee the arrangements, on behalf of the University Health Boards, to implement the decision of Welsh Government in line with the requisite proposed Establishment Order(s). This will involve establishing the new arrangements by the proposed date of 1 April 2019.

2. Membership

- 2.1 The membership of the Joint Transition Board is:

Member	Position/Organisation
Prof Andrew Davies	Chair, Abertawe Bro Morgannwg University Health Board (Joint Chair)
Prof. Marcus Longley	Chair, Cwm Taf University Health Board (Joint Chair)
Mrs Tracy Myhill	Chief Executive, Abertawe Bro Morgannwg University Health Board
Mrs Allison Williams	Chief Executive, Cwm Taf University Health Board
Mr Martin Sollis	Independent Member, Abertawe Bro Morgannwg University Health Board
Mr Paul Griffiths	Independent Member, Cwm Taf University Health Board
To be Confirmed	Transition Programme Director
Mrs Siân Harrop-Griffiths	Director of Director of Strategy, Abertawe Bro Morgannwg University Health Board (Lead Executive for the Transition)
Ms Ruth Treharne	Deputy Chief Executive / Director of Planning & Performance, Cwm Taf University Health Board (Lead Executive for the Transition)
In Attendance	Position/Organisation
Darren Mephram (Co-opted Member)	Chief Executive or Nominated Senior Officer, Bridgend County Borough Council
To Be Confirmed (Oberver)	Cabinet Member, Bridgend County Borough Council

Dave Thomas (Observer and Critical Friend)	Wales Audit Office
To Be Confirmed (Observer)	Welsh Government
Invitation to attend to discuss work programme areas requiring wider collaboration	
Governance Advice / Support	
Mrs Pamela Wenger	Director of Corporate Governance / Board Secretary, Abertawe Bro Morgannwg UHB
Mr Robert Williams	Director of Corporate Services & Governance / Board Secretary, Cwm Taf UHB

2.2 Whilst the Membership of the Joint Transition Board will remain under review, the implementation of the Welsh Government decision to realign the Health Board boundary, will determine and influence appropriate attendees at each meeting.

2.3 All members are expected to regularly attend meetings and make a serious commitment to participating actively in the work of the Joint Transition Board.

3. Quorum and Attendance

- 3.1 A quorum shall consist of no less than 50 % of the membership, which must include members from both University Health Boards and a Chair and Chief Executive Officer.
- 3.2 Any senior officer of the UHBs or partner organisation may, where appropriate, be invited to attend, for either all or part of a meeting to assist with discussions on a particular matter that relates to the delivery of the Terms of Reference.
- 3.3 The Transition Board will have access to appropriate clinical advice as necessary.
- 3.4 Should any member be unavailable to attend, they may nominate an appropriately briefed Executive Director (for Chief Executives) or Vice Chair to attend in their place, subject to the agreement of the Joint Chairs.
- 3.5 The Joint Transition Board will be chaired in rotation by the Chairs of the University Health Boards.

4. Aim

- 4.1 The Joint Transition Board will, on behalf of both Health Boards', oversee the implementation of the outcome of the Welsh Government's decision on the Bridgend Health Board boundary change and in doing so, will report to the respective Health Boards.
- 4.2 The Joint Transition Board will establish the Transition Programme Group (TPPG) and will receive reports from the TPG, who will oversee and receive reports from the established Workstreams. A proposed structure diagram is attached at Appendix 1.

5. Objectives

- 5.1 The following objectives are within the scope of the Joint Transition Board:

Internal Control and Risk Management

- 5.2 The primary duty of the Joint Transition Board is to oversee the implementation of the Welsh Government decision as it relates to the Bridgend catchment population.

- 5.3 In furtherance of this duty, the Transition Board will:

- Develop and agree the approach, and related processes, and take responsibility for identifying and managing associated key risks;
- Agree a set of working principles, that will help guide the approach to the work required;
- Maintain an agreement log for key decisions;
- Report to the Health Boards on the probability of those risks materialising and the arrangements for managing them.

External Partnerships

- 5.4 Recognising the need to work in partnership the Transition Board will:

- Ensure **all** Local Authority partners **affected by the boundary change** and Welsh Government are kept updated on related progress and where appropriate, invited to attend the Joint Transition Board.
- Ensure key stakeholders are communicated with on a regular basis.

6. Out of Scope

- 6.1 The following are outside the scope of the Joint Transitional Board:

- Replacement of existing University Health Board sovereignty or governance structures;
- Delivery of existing local services; or
- Replacement of existing planning, governance, or due diligence arrangements.

7. Delegated Authority

- 7.1 The Joint Transition Board is authorised by the Cwm Taf and Abertawe Bro Morgannwg University Health Boards to undertake activity in line with these terms of reference. It is authorised to seek any information it requires from any employee and all employees are directed to co-operate with any request made by the Transition Board.
- 7.2 The Chairs and Chief Executives may need flexibility to take action outside the scheduled Transition Board meeting arrangements, in which case, the appropriate authority will be sought by consideration and application of existing Health Board arrangements.
- 7.3 These terms of reference may be varied only with the express agreement of both Health Boards.

8. Reporting

- 8.1 The agenda will be based around the Terms of Reference of the Joint Transition Board and consider related risks and matters being considered and reported via the Transition Programme Group.
- 8.2 Transition Board meetings shall be recorded and routinely reported to the Health Boards. Papers will normally be distributed to Transition Board one week before the meeting. The Transition Board will agree information to be made available on the Health Boards websites.

10. Frequency of Meetings

- 10.1 The Joint Transition Board will meet monthly and will report routinely to the Health Boards. Any additional meetings will be arranged as determined by the Joint Chairs.

11. Accountability, Responsibility and Authority

- 11.1 Although, as set out within these terms of reference, the Board has delegated authority to the Joint Transition Board for the exercise of certain functions, the Health Boards retain overall responsibility and accountability for the commissioning (and where relevant, delivery) of healthcare of its citizens, through the effective governance of the organisation.
- 11.2 The Joint Transition Board is directly accountable to the respective University Health Boards for its performance in exercising the functions set out in these terms of reference.

12. Reporting

- 12.1 Through the Chief Executive Officers, Board update reports will be provided routinely to respective Health Boards, and where required, through respective Committee structures responsible for planning.
- 12.2 Regular joint updates will be provided to respective Community Health

Council Service Planning Committees, with the opportunity to present at joint statutory CHC meetings to provide ongoing briefings.

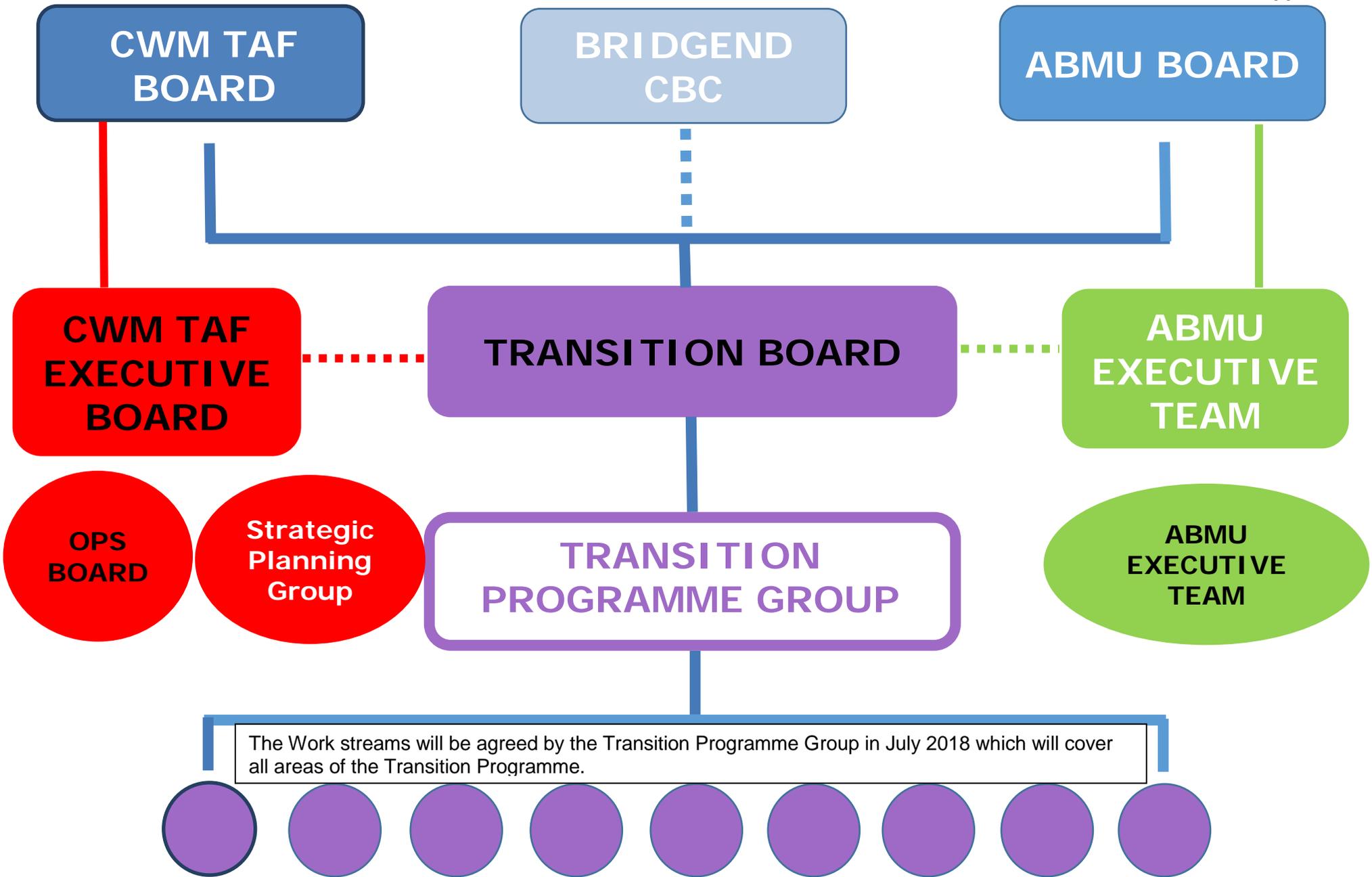
13. Secretarial Support

13.1 The Committee Secretary shall be jointly determined by the Board Secretaries of Cwm Taf and Abertawe Bro Morgannwg University Health Boards.

14. Review Date

14.1 These terms of reference and operating arrangements will remain under review and should any changes be deemed necessary, will require approval by the respective University Health Boards.

DRAFT Version 3.0 for Health Board (s) Approval July 2018



The Work streams will be agreed by the Transition Programme Group in July 2018 which will cover all areas of the Transition Programme.

Delegated Authority – Proposed ‘Draft’

The Transition Board has been established by both Abertawe Bro Morgannwg (ABM) and Cwm Taf University Health Boards as a Joint Committee of their respective Boards, to take forward the implementation of the Welsh Government decision that the responsibility for providing healthcare services for the people in the Bridgend County Borough Council area will move from ABMU HB to Cwm Taf UHB from 1 April 2019.

It is important to note that the work associated with Bridgend Transition will need to progress at pace, if the decision and related arrangements are to be implemented within the timescales proposed.

The Transition Board will meet monthly and receive reports from and direct the work of the Transition Programme Group and also report routinely to the respective Health Boards.

In terms of the respective Health Boards’ Delegated Authority to the Joint Transition Board, the following delegations are recommended;

DELEGATED TO TRANSITION BOARD	RESERVED TO THE HEALTH BOARDS
<ul style="list-style-type: none"> • Agreement of the Transition Project Plan • Oversight of the utilisation and deployment of agreed transition programme resources • Appointment of the Transition Programme Core Team • Approval of the Terms of Reference for the Transition Programme Group and the establishment of its supporting work streams • Progress reports from the Programme Group on the delivery of the work streams • Exception reporting from the Programme Group • Agree communications and engagement plan with staff, the public and other stakeholders • The development of proposed 	<ul style="list-style-type: none"> • Approval of the Terms of Reference for the Joint Transition Board • Approval of the key principles to support transition • Approval of the services to transfer • Approval of the transition programme resources • Approval of resource transfer and its related implications for respective Integrated Medium Term Plan / Annual Plan for 2019/2020 • Approval of changes to the Health Board’s Governance Framework

DELEGATED TO TRANSITION BOARD	RESERVED TO THE HEALTH BOARDS
<p>Services and Resource transfer for approval by the Health Boards</p> <ul style="list-style-type: none"> • Linked to Board agreement of the services to transfer, endorse the related staff consultation documents. 	

It's important to recognise and note that both Health Boards currently have Schemes of Delegation, which includes those matters delegated and not delegated and the Transition Board will need to be cognisant of this and take advice as appropriate, from the Directors of Governance / Board Secretaries, on any decisions being sought from the Transition Board that will require consideration of the respective Boards as the impact of such decisions will effect non delegated matters. On such matters it will be appropriate to ensure the correct governance arrangements are applied, including where necessary and for expediency;

- Calling additional meeting(s) of the Board(s) (outside the scheduled meetings); and/or
- The taking of Chair's action in line with the respective Health Boards Standing Orders.

FINAL Bulletin One

Bridgend boundary change Transition Programme

Following the recent announcement by the Welsh Government about the change to the Bridgend boundary both health boards are making good progress in setting up arrangements to manage the change.

One of the priorities is to ensure that staff in both organisations are kept fully informed of developments so they are aware of any changes that may affect them.

The joint Transition Programme Board will meet monthly to oversee the changes and held its first meeting on June 29th. A news bulletin will be produced following each of these meetings to share the key points with all staff.

Below is a summary of the key messages from the first meeting:

1. Transition Programme Board

Both Cwm Taf and ABMU Boards have approved the Transition Programme and decided that the Transition Programme Board will meet monthly.

Our colleagues from Bridgend County Borough Council are represented on the Programme Board and the Wales Audit Office will also attend future meetings.

2. Work streams

We are now in the processes of setting up the key work streams that will carry out the detailed work needed to support the change.

We have sought expressions of interest from staff to work on the programme and been encouraged by the positive response so far received.

3. Principles

The timescale for delivering the change are very tight but we are determined to deliver this change using a set of key principles to guide us in how we go about getting the work done and making the necessary decisions.

We are committed to ensuring that continuity of the quality and delivery of patient care will be central to all actions and decision-making.

Equally there will be a continuous process of engagement and communication with staff, working in partnership with our Trades Unions. We will also keep our local populations and other key stakeholders up to date throughout. Allison Williams will join Tracy Myhill in engagement with staff and population in Bridgend area.

Both Health Boards will work together and with Welsh Government to ensure that neither population nor organisation is disadvantaged by the operational or financial consequences of the changes.

4. Next Transition Programme Board meeting

The next meeting will take place on 27 July 2018.