

Appendix One: Table of mitigating actions in response to themes identified from engagement report

A number of concerns were raised by stakeholders during the engagement exercise which are summarised in paragraphs 30-60 of the main paper. As the decision for the Governing Body relates only to Proposal One, the appointment of a single Accountable Officer for the three CCGs, this appendix deals only with the themes which relate to this proposal.

Para	Theme / Concern	Proposed Mitigation
30	Transparent decision making process and partner involvement	The process will be transparently designed and agreed with CCG Governing Bodies, Chairs and Lay Members. Regular updates will be provided to CCG Governing Bodies and the BOB ICS System Leaders Group which is comprised of senior executives from each of the BOB ICS member organisations.
31	Financial implications	Recurrent savings are anticipated from any change to management arrangements, contributing to the required reduction in CCG running costs. At this juncture, there is no proposal to merge the CCGs thus ensuring no implications for annual financial allocations.
32	Request for greater clarity on benefits of changes	It is expected that this model will continue to develop nationally as further guidance is released with regard to the "system by default" model of operation. Benefits identification, realisation and tracking will follow as a result of any changes adopted.
33	Loss of local influence, control and oversight of the CCGs and their leadership	It is proposed that place-based Managing Directors, each with a seat on a newly formed single Management Team would ensure a continuity of local control and oversight. These roles would co-ordinate and lead a significant proportion of the day-to-day operational delivery and planning requirements for the CCGs, ensuring the Accountable Officer role can operate in a strategic manner.
34	Loss of scrutiny by and accountability to democratically elected politicians	The Accountable Officer and Place Based Managing Directors will continue to attend important meetings with democratic leaders such as Health & Wellbeing Boards, Oversight & Scrutiny Committees and joint working forums with Local Authority elected members and their appointed leaders.
35	Maintain links with local groups and ensure senior appointments at Place level	It is proposed that place-based Managing Directors, each with a seat on a newly formed single Management Team would ensure links with local groups are maintained.
37	AO should be an individual with a strong level of experience, support, authority and accountability with a formally appointed Deputy AO.	Draft Job Description is included in Appendix 3 of this document which demonstrates how all of these desired attributes will be sought. The Accountable Officer, once appointed, will select a Deputy from the Management Team.
38	Combining of the AO role with the ICS Lead role is undeliverable due to size and complexity of job / geography	This is an emerging national model which is already successfully in operation in other STP / ICS parts of the country. NHS England hold the authority for the selection and appointment of the ICS Lead role.
39	Desire to see a single management team which was equally representative of the three Places which form the broader ICS geography	It is proposed that the single Management Team will have one Managing Director from each place, thus creating an equally representative model.
40	Size of the management team should be minimised so as to reduce bureaucracy and cost	There is an intention to achieve a reduction in running costs resulting from the move to a Single Accountable Officer and Management Team.
41	Potential for loss of experience and management due to uncertainty and changes to arrangements	The NHS has significant experience of undertaking changes to management arrangements and the affected organisations will ensure that appropriate mitigations are put in place to minimise this risk.