Introduction

This paper is Appendix 3 of the Cabinet Report and is an outline implementation plan.

It addresses the action from the September Cabinet Report to outline *"shadow governance/Board arrangements and process for creation of the Trust"*.

The body of the Cabinet Report has outlined the principles to be used for establishing the Trust Board.

The sections below therefore cover:
1. The Shadow Trust
2. The outline steps and implementation plan.

Shadow Trust

Subject to Cabinet approval, the first activity will be to create and register the company with the relevant bodies (e.g. companies house) and set up the company with the basics needed at the outset (an example here may be financial accounting).

The transition approach will therefore be to create the Trust for April 2017, which will be dormant for a year (with no direct staff or accounts), all staff will be employed by BCC (including the Board, management team and core service and support staff) who are all then transferred over to the Trust on 1 April 2018.

The **Shadow Trust period** will be from 1 April 2017 to 31 March 2018.

The purpose of the period will be to verify and test that everything needed to be in place, is in place, and will work effectively – that is, to ensure that the Trust can work fully from Day 1 (1 April 2018).

This period provides the opportunity to:
1. have the Trust management team up and running quickly and directing all the work of Children's Social Care (based on the agreed scope), including improvement plans
2. test and try out, for example:
   • the governance and commissioning framework (outcome based)
   • the assurance framework, based on performance and management information
   • any new processes or ICT needed for Day 1
   • any changes in accommodation needs
3. clarify support teams (and parts of teams), so that they are in the "right" position to smoothly move over to the Trust (e.g. address the arms and legs issue).

To validate this there will be some Day1 planning early in 2017 to ensure, at the point of transition, everything is in place. And then work backwards to ensure the programme can test as much as possible during the Shadow Trust period. This also enables the work to be included into the transition programme and workstreams (as

outlined in the section below). The critical path will be important to ensure that the programme keeps to schedule.

Implementation Plan

The programme structure used in the previous phases of the Trust work undertaken to date, will be carried forward (i.e. Steering Group, Design Authority and Programme Board).

This will be refined as the Trust is up and running in order for the Trust chair (and the Trust Board) to take on a lead programme role in key areas. That is, areas where the Trust will "lead from the front" to ensure the Trust has what it needs to be able to deliver the outcomes. This would leave BCC to address areas such as:
- the residual impacts of transition
- key HR and legal work (including formal consultation and staff transfer)
- creation of the governance and commissioning framework (outcome based) for the Trust.

Specifically, the workstreams are:
- BCC Governance and Commissioning
- Communications and Engagement
- Legal
- Finance
- People (HR)
- Property
- ICT and Data.

Each workstream already has a detailed definition of its work. These are based on the work of other Trusts and reviewed from the BCC perspective. Workstreams have been focused on providing all the detail needed for the Cabinet Report and are now actively undertaking planning for the next phases of work, assuming approval of the Cabinet Report. The key phases are:
- Jan- Mar'17 – create the shadow trust (the "company") and commence formal consultation with staff affected and recognised trade unions, service users and partners.
- Apr'17 – Mar '18 – shadow period (as per detail in the above section). There will be a further Cabinet Report on the scope in July 2017 to reflect any modifications in the light of formal consultation and early experience of the shadow Trust and to inform Council budget planning for 2018/19. This will include an options appraisal of models for staff transferring to the Trust including secondment or TUPE.
- Apr'18 – transition (go-live).

Some early dependencies and requirements include:
- the full envelope of costs for the Trust – including core and support services, in the context of BCC budget planning and setting for future years.
- how the governance and commissioning framework will work between BCC and the Trust.

Main risks:

- **the critical paths in the plan are not identified early and there is delay** – typical things which take longer and need planning early are property, contract novations, information governance (including data sharing agreements), information technology, and HR (formal consultation, staff transfer) – the mitigation here is early planning and actively managing the critical path to keep to schedule
- **poor union, staff and partner engagement** - from the transition programme perspective, strong staff, union and partner engagement and communication needs to continue throughout (from start to finish (transition) – the mitigation here is clear planning and a clear schedule of engagements and messages
- **confusion around the Trust brand and identity** – the Trust will need its own strong engagement, communications and marketing – the mitigation here is for the Trust to establish its own resources early to do this and to link closely with the BCC workstream.

The programme will continue to identify and manage risks throughout (and manage them at the appropriate level, for example, workstream level or at overall programme level).