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AN ROINN

**Sláinte, Seirbhísí Sóisialta  
agus Sábháilteachta Poiblí**

MÁNNYSTRIE O

**Poustie, Resydènter Heisin  
an Fowk Siccar**

**HEALTH AND SOCIAL CARE REFORM**

**DHSSPS**

**Modernisation and Improvement Programme  
Board (MIPB)**

**CORPORATE SERVICES FUNCTIONS**

**FOR RHSCB AND RAPHSW**

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## **Introduction**

This paper has been developed by the establishment workstreams of the RHSCB and RAPHWS projects. It describes how corporate services functions for RHSCB and RAPHWS will be carried out.

Section 1 of the paper sets out the core principles upon which the proposals relating to the employment, deployment and co-ordination of staff providing corporate services functions are based.

Section 2 of the paper contains a template which describes those functions which will be provided at headquarters level and at CSU level, and how those services will be managed/co-ordinated at each level.

Section 3 of the paper sets out a Heads of Agreement which describes the arrangements for the efficient and effective sharing of support services and accommodation in CSUs.

It has been approved by the Modernisation and Improvement Programme Board and is now free for circulation to HSC staff and other relevant stakeholders. A copy of the paper will be placed on the Health and Social Care Reform section of the departmental website - [www.dhsspsni.gov.uk/index/hss/rpa-home.htm](http://www.dhsspsni.gov.uk/index/hss/rpa-home.htm)

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***Modernisation and Improvement Programme Board***

## Background

1. Corporate Services are complex and multi-faceted. The main Corporate Services required to support the discharge of HSC organisations' business and compliance with statutory duties relate to:
  - Governance
  - Complaints
  - Equality and Human Rights
  - Communication
  - Corporate Secretariat Services
  - Records Management, Registry and Information Governance (including FoI)
  - Extra Contractual Referrals/Patient Travel
  - Legal Services
  - Investigations and Inquiries (eg Toner Report and O'Neill Inquiry)
  - Facilities Management
  - Human Resources (HR Support)
2. Some of the above functions need to be delivered through capacity based at the headquarters of the RHSCB and RAPHSW. The staff involved will be employed and managed by the RHSCB or RAPHSW.
3. Other functions will be delivered on a co-located basis in Commissioning Support Units (CSUs). Identified staff in the RHSCB will co-ordinate both Corporate Services functions and those staff who deliver Corporate Services functions on a day to day basis.
4. This paper describes those Corporate Services functions which will be based in the headquarters of the RHSCB, RAPHSW and CSUs.

5. **Section 1** of the paper sets out the core principles upon which the proposals relating to the employment, deployment and co-ordination of staff providing Corporate Services functions are based.
6. Corporate Services are essential to the functioning of the new phase two organisations, regionally and locally. They could be described as the 'glue' which binds the various strands of an organisation into a cohesive functioning unit.
7. They include responsibility for managing and providing a number of key functions in support of the Chief Executives and Chairpersons at Boardroom and CSU level. In addition to the functions described earlier, Corporate Services include Reception, Mail Room, Telephony and Porterage. There is also a Facilities Management dimension to Corporate Services which includes Health and Safety, Fire Safety, First Aid, allocation of office accommodation and equipment, Car Parking, Waste Disposal, Recycling, management of external contracts and Capital Investment Schemes as well as Security and Out of Hours Key holding services.
8. **Section 2** of the paper contains a template which describes those functions which will be provided at headquarters level and at CSU level, and how those services will be managed/co-ordinated at each level.
9. **Section 3** of this paper sets out a Heads of Agreement which describes the arrangements for the efficient and effective sharing of support services and accommodation in CSUs.
10. Corporate Services are central to the efficient and effective functioning of Phase 2 organisations. The decisions set out in relation to how the Equality and Human Rights and Human Resource functions will be

provided to RHSCB and RAPHSW will be reviewed (if appropriate) within six months of the formal establishment of the two organisations.

## **SECTION 1**

### **STATEMENT OF PRINCIPLE**

1. The Regional Health and Social Care Board (RHSCB) and the Regional Agency for Public Health and Social Well-being (RAPHSW) should focus on the delivery of their core business functions of:
  - Commissioning;
  - Performance Management and Service Improvement;
  - Resource Management;
  - Health Protection;
  - Health Improvement;
  - Public Health support for commissioning; and
  - Research and Development
  
2. Each organisation will require a range of corporate services to support the efficient and effective delivery of their core business. Every effort should be made to minimise duplication of effort by exploring options for shared responsibility, particularly where staff are co-located.
  
3. Secondary business support for these functions should be provided primarily by the Regional Business Support Organisation (RBSO), with RHSCB and RAPHSW focusing on establishing their capacity to specify, procure and quality assure that support through appropriate service level agreements.

## SECTION 2

### TEMPLATE SHOWING THOSE FUNCTIONS WHICH WILL BE PROVIDED AT HEADQUARTERS AND CSU LEVEL, AND HOW THOSE SERVICES WILL BE MANAGED/CO-ORDINATED AT EACH LEVEL

Function	RHSCB	RAPHSW	RBSO
Governance	Dedicated function 'owned by' the organisation.	Dedicated function 'owned by' the organisation.	
	In each Commissioning Support Unit the RHSCB will require governance capacity.		
Communications	The RHSCB and RAPHSW will have a dedicated communication function owned by the respective organisations. Further work is ongoing to determine whether and to what extent the communication function will be provided at CSU level.		
Corporate Secretariat Services (A distinction is made between secretarial functions and admin/corporate secretariat functions. The latter functions cover core issues such as administering Board/committee meetings, working with senior staff to develop papers etc.)	Dedicated function 'owned by' the organisation.	Dedicated function 'owned by' the organisation.	

<b>Function</b>	<b>RHSCB</b>	<b>RAPHSW</b>	<b>RBSO</b>
	In each CSU staff providing this function will be mapped to the RHSCB and will provide an integrated service for the LCG. Agency staff working in commissioning will have fair access to corporate secretariat and administrative support.		
Registry including Records Management	Staff providing these functions will be deployed to the organisation.	Staff providing these functions will be deployed to the organisation.	Registry function will be provided through staff employed by the RBSO and deployed in the RHSCB and RAPHSW (at headquarters and CSU level).
	In each of the CSUs staff will also be deployed from the RBSO. Those staff will provide an integrated service for the LCG/RAPHSW. Protocols, procedures and standardisation of files relating to Records Management and Registry will follow a common template. Staff deployed to the CSU will be managed by an identified officer in the RHSCB.		

<b>Function</b>	<b>RHSCB</b>	<b>RAPHSW</b>	<b>RBSO</b>
Information Governance including Freedom of Information	Function 'owned by' the organisation to be provided as part of a remit of an identified officer.	Function 'owned by' the organisation to be provided as part of a remit of an identified officer	
	The function will be managed within Corporate Secretariat on behalf of the RHSCB. Where appropriate, RAPHSW can also access support from the Corporate Secretariat.		
ECRs/Patient Travel	Will be incorporated under the appropriate post in commissioning.		
Legal Services	Each organisation will require a link to legal services which will be provided by the RBSO		Provided on behalf of all phase two organisations. There will be an identified officer in the RHSCB and RAPHSW who, as part of their overall duties, will liaise with the RBSO to specify, procure and quality assure services agreed under SLAs.

<b>Function</b>	<b>RHSCB</b>	<b>RAPHSW</b>	<b>RBSO</b>
Investigations and Inquiries	Staff will be identified as necessary in order to carry out these functions on behalf of the relevant organisation.		
<p>Facilities Management This section assumes that assets will be transferred to the new bodies as per the draft Bill.</p> <p>i. There are two main aspects of Facilities Management. The day to day running in terms of health and safety, fire safety, first aid, maintenance, allocation of office and equipment, car parking, waste disposal recycling and capital investment schemes as well as security and out of hours key holding services</p> <p>ii. professional and specialist support in respect of the fabric of the building and its equipment</p>	<p>Dedicated function owned by the organisation in respect of buildings transferred to them under the legislation at 1 April 2009</p>	<p>Dedicated function owned by the organisation in respect of buildings transferred to them under the legislation at 1 April 2009</p>	<p>The RBSO will employ those staff who will provide Reception, Registry, Mail Room, Telephony and Portering Services. Those staff will be deployed in the headquarters of the RHSCB and RAPHSW or the CSUs.</p>
	<p>In each CSU these functions will be co-ordinated on a day to day basis by an identified officer employed by the RHSCB. That officer will also ensure the provision of an integrated service for LCGs/RAPHSW. Staff employed by the RBSO and deployed in the CSUs will also be co-ordinated by the officer from the RHSCB.</p> <p>An SLA will be developed with a provider in respect of the professional and specialist Estates Support required where such expertise is not available from within the phase 2 organisations.</p>		

<b>Function</b>	<b>RHSCB</b>	<b>RAPHSW</b>	<b>RBSO</b>
Complaints	This function will be provided as part of the remit of an identified officer.	This function will be provided as part of the remit of an identified officer.	
	The Complaints function at CSU level will be carried out by RHSCB support staff with input from Agency staff where relevant. However where applicable (eg when a complaint has come through RAPHSW) this will be carried out by RAPHSW staff, with input from RHSCB staff where relevant.		
Equality and Human Rights (EHR)	To allow the RHSCB and RAPHSW to comply with statutory and other obligations, the RBSO will provide an Equality and Human Rights service by means of a dedicated senior officer within the RBSO and/or the embedding of RBSO staff within RHSCB/RAPHSW. These arrangements will be described in a Memorandum of Understanding. The Chief Executives of the RHSCB and RAPHSW will identify a nominated senior officer in their respective organisations with a specific responsibility for specifying, procuring and quality assuring the Equality and Human Rights service from RBSO.		

<b>Function</b>	<b>RHSCB</b>	<b>RAPHSW</b>	<b>RBSO</b>
Human Resources (HR) Support	<p>Each of the phase two organisations (including PCC) will receive their HR support from the RBSO. The RBSO will identify dedicated senior officers to ensure that a high quality service is provided to the phase two organisations (regionally and locally) and will consider embedding staff as appropriate. Those staff will be responsible for the day to day issues to the organisation to which they are deployed and will relate to the Director of Human Resources in the RBSO for the professional development issues. These arrangements will be described in a Memorandum of Understanding. The Chief Executives of the RHSCB and RAPHSW will identify a nominated senior officer in their respective organisations with a specific responsibility for specifying, procuring and quality assuring the HR service from the RBSO.</p>		

## **SECTION 3**

### **ARRANGEMENTS FOR PROVIDING EFFICIENT SHARED SUPPORT AND ACCOMMODATION USE IN COMMISSIONING SUPPORT UNITS**

1. Under the legislation relating to the reform of health and social care, those premises operating as joint bases for RHSCB and RAPHSW staff will be attributed to the RHSCB (eg Commissioning Support Units). This protocol aims to provide a pragmatic and practical arrangement whereby the support and accommodation needs of each organisation can be fairly and effectively managed on a day to day basis. Similarly, the approach outlined here will be applied where RHSCB staff (eg Social Care and FPS) may be substantively based in the RAPHSW premises.
2. A range of Agency staff will be based in a number of Commissioning Support Units (CSUs) working with Board colleagues from other disciplines in commissioning health and social care.
3. Agency staff based in CSUs will have administrative and secretarial support provided through the Agency.
4. The Local Commissioning Lead for each CSU will manage the Corporate Services issues and staff co-ordination on a day to day basis.
5. Each CSU will have a Premises Committee which will be convened by the Local Commissioning Lead responsible for that CSU to agree the provision of accommodation, infrastructure and services across Board and Agency staff based in that facility. The Agency will be represented by the

Director of Operations and Corporate Services and/or his/her nominees. The Board will be represented by the Local Commissioning Lead and/or his/her nominees. Each Premises Committee will have equal numbers of Board and Agency representation, the total number not exceeding six.

6. The Chief Executives of the Board and Agency will have overall responsibility for the provision and operation of Premises Committees including any necessary arbitration in the event that local agreement cannot reasonably be reached through a Premises Committee.
7. The Premises Committee will be convened on a minimum of 3 times per year. The chairing of the committee may rotate across the RHSCB and RAPHSW. The Local Commissioning Lead in the CSU will, on a daily basis, be responsible for determining accommodation and support within the parameters set by the Premises Committee. That person may call a meeting of the Premises Committee to seek its advice. Board and Agency staff may also ask the Premises Committees to address issues of concern through their respective representatives. The Local Commissioning Lead in the CSU and Director of Operations and Corporate Services will keep their respective Chief Executives and Senior Management Teams involved in advising on issues relevant to the work of Premises Committees.
8. Upon the establishment of the RHSCB, RAPHSW and RBSO, the extent to which they occupy space in individual CSU premises will be reflected in an attribution of heat, light and power budgets across the three organisations. This attribution will be reviewed periodically in light of the usage by the various organisations. A schedule will be prepared showing exclusive space attributed to the RHSCB and the RAPHSW as well as shared spaces. The respective organisations will pay from their budgets an agreed amount of money relating to charges.

9. Underpinning these arrangements will be the objective of each organisation contributing to the efficient and effective operation of the CSUs and, in so doing, enabling each organisation to meet its objectives. This will involve clarity of mutual support in terms of staff, infrastructure and services and minimising any unnecessary duplication of effort.

### **Terms of Reference for Premises Committees**

10. The joint Premises Committee will be charged with representing the interests of the Board and Agency in the shared use of the CSU to ensure:
  1. the location of staff within the CSU should maximise the linkages within and between the professions/disciplines and those staff who support them;
  2. that all staff have equitable access to common services, infrastructure and facilities eg meeting rooms, board rooms etc;
  3. both organisations meet all relevant health and safety requirements reflecting the obligations of each organisation;
  4. that cross-cover arrangements are in place to permit an equitable and shared contribution to the overall running of the facility; and co-ordination of any decant change renovation, acquisitions, disposals, upgrading requirements etc affecting the ability of the Board and Agency to enjoy use of, access to and funding of facility.

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**This document required the following approvals**

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