

**Subject:** Getting Collaboration Right Programme

**Meeting:** Bedfordshire, Luton and Milton Keynes Governing Body Meetings

**Date of Meetings:** Luton: 14 May 2019  
Bedfordshire: 16 May 2019  
Milton Keynes: 28 May 2019

**Report of:** Geraint Davies, Director of System Commissioning

---

Is this document Commercially Sensitive	N
Has this proposal been approved by Finance (if applicable)	N/A

---

## 1. SUMMARY

This paper describes the Getting Collaboration Right Programme that has been initiated to strengthen collaboration between the three BLMK CCGs. The paper is being presented at all three CCG Governing Body meetings for information and discussion.

## 2. RECOMMENDATION

That the Governing Body note and endorse the Getting Collaboration Right Programme as described in the paper and specifically comment on:

- (a) The draft vision as set out at paragraph 3.7
- (b) The draft key functions of the BLMK Commissioning Collaborative as set out at paragraph 3.11

Views expressed by the Governing Bodies will be reflected in the further development of this work programme.

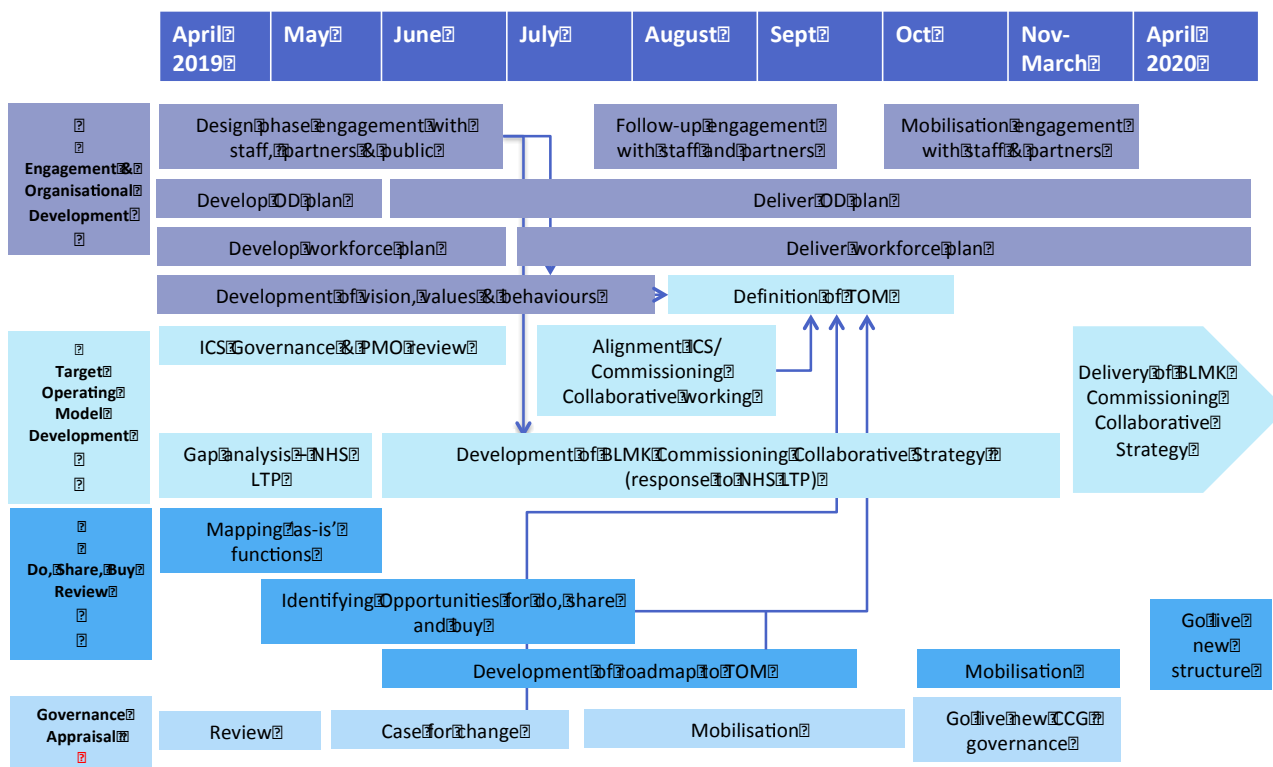
## 3. Background

3.1 The BLMK CCGs agreed to establish one executive team working across the 3 CCGs in 2018 and appointments were made to this team between July and November 2018. To progress the collaboration agenda across the CCGs, the executive team has commissioned a programme of work called *Getting Collaboration Right*. This programme will establish the vision, values, behaviours and strategy for the BLMK Commissioning Collaborative and the underpinning organisational functions and form. This paper describes the work of the programme and sets out some of the early thinking for comment by the Governing Bodies.

## The Getting Collaboration Right Programme

3.2 The diagram below illustrates the four key workstreams and timeline for the Getting Collaboration Right Programme:

### BLMK Commissioning Collaborative's Getting Collaboration Right Programme



3.3 The four workstreams in the programme are summarised as follows:

**Engagement and Organisational Development** (SRO: Jane Meggitt) – engaging our workforce, membership, partners and the public in shaping the future role and strategy of the BLMK Commissioning Collaborative through a process of co-design and co-production.

**Target Operating Model Development** (SRO: Geraint Davies) – developing the vision, values, behaviours, strategy functions, form and governance of the BLMK Commissioning Collaborative.

**Do, Share, Buy Review** (SRO: Richard Alsop) – reviewing existing CCG functions against our future requirements and deciding how these functions should be delivered, either in-house ('do'), in partnership ('share') or via procurement from a 3<sup>rd</sup> party supplier ('buy').

**Governance Review** (SRO: Geraint Davies) – reviewing the CCGs' governance arrangements in the light of the establishment of the BLMK Commissioning Collaborative.

All of these workstreams are interrelated and the programme will provide the basis on which the BLMK Commissioning Collaborative will develop and evolve as part of the BLMK Integrated Care System. The current position on each workstream is described below:

### **Engagement and Organisational Development**

- 3.4 The executive team is committed to taking an inclusive approach to development of the future of the BLMK Commissioning Collaborative and an engagement plan has been developed to deliver this. A number of staff events have been held across all 3 CCGs during March and April to introduce the work programme to staff and to provide an opportunity for staff to begin to co-design the outputs.
- 3.5 The Senior Leadership Group has had the opportunity to input to the draft vision and future functions of the Commissioning Collaborative. Further co-design events are planned for staff and during the summer there will be increasing engagement with wider stakeholders and the public as part of the development of the response to the NHS Long Term Plan. A Board development session will be arranged for the 3 CCG Governing Bodies in the summer to provide an opportunity for Governing Body members to review the outcome from the staff engagement and co-design process and to input to the final drafts of the vision, values and behaviours for the Commissioning Collaborative.
- 3.6 An organisational development programme is currently being scoped to support collaborative and matrix working across the three CCGs and the wider BLMK system. Delivery of this programme will support the development of the commissioning and collaboration skills required by our workforce to deliver the vision of the NHS Long Term Plan.

### **Target Operating Model Development**

3.6A Target Operating Model (TOM) describes the desired state of an organisation's operating model - the "to be" model. The TOM will provide the vision for the Commissioning Collaborative and will also set the delivery processes to ensure that this vision is implemented. The TOM will contain the following:

- Vision & strategy for the Commissioning Collaborative;
- Functions to be undertaken to deliver the vision and strategy;
- Form of the organisation to support the above;
- Governance and management processes to take decisions at the right level in a timely manner;
- A description of the Commissioning Collaborative leadership role in BLMK health and social care system;
- Links to wider environment, namely role of the Commissioning Collaborative within the ICS.

3.7 The current working draft of the vision is as follows, this is a starter for 10 and has been developed with input from the Senior Leadership Group:

**DRAFT BLMK Commissioning Collaborative Vision:**

**Working together to improve health and care outcomes for the people of Bedfordshire, Luton and Milton Keynes.**

We will achieve this by:

<b>Objective</b>	<b>Expressed as</b>	<b>Delivered by (to be added to...)</b>
Supporting and enabling people in BLMK to be healthier	“starting well, living well, aging well”  Or  “focusing on your wellbeing - caring with you not for you”	Health and Wellbeing Strategies  BLMK ICS Priority 1 & 2
For those who need it, commissioning high quality, accessible care	“right care, right place, right time”	Removing unwarranted variation  Whole population health management  Supporting primary care networks and community engagement  BLMK ICS Priorities 2 & 3
Creating long-lasting partnerships that work better for the people we serve and those who provide care	“one BLMK commissioning collaborative”  or  “working in partnership”	Integrated care / ICPs  Digital transformation  BLMK ICS Priorities 4 & 5

Governing Body members will have the opportunity to discuss the draft vision in detail at a dedicated Board development session in the summer.

**Do, Share, Buy Review**

3.7 The Do, Share, Buy Review is reviewing all commissioning functions (including commissioning support functions) across the three CCGs. The review is starting by mapping the ‘as is’ functions in each CCG and will then consider options as to whether to ‘do, share or buy’ these functions in the future.

3.8 The review has developed the following definition of 'do, share, buy' to act as a framework for decision-making:

**Do:**

- A function performed **in-house** by the CCGs
- Once (across all 3 CCGs), twice (by 2 CCGs working in partnership) or three times (each CCG has its own function)

**Share:**

- One, two or three of the CCGs **sharing a function with BLMK's non-CCG partners**

**Buy:**

- A function or service **procured from a 3<sup>rd</sup> party supplier**

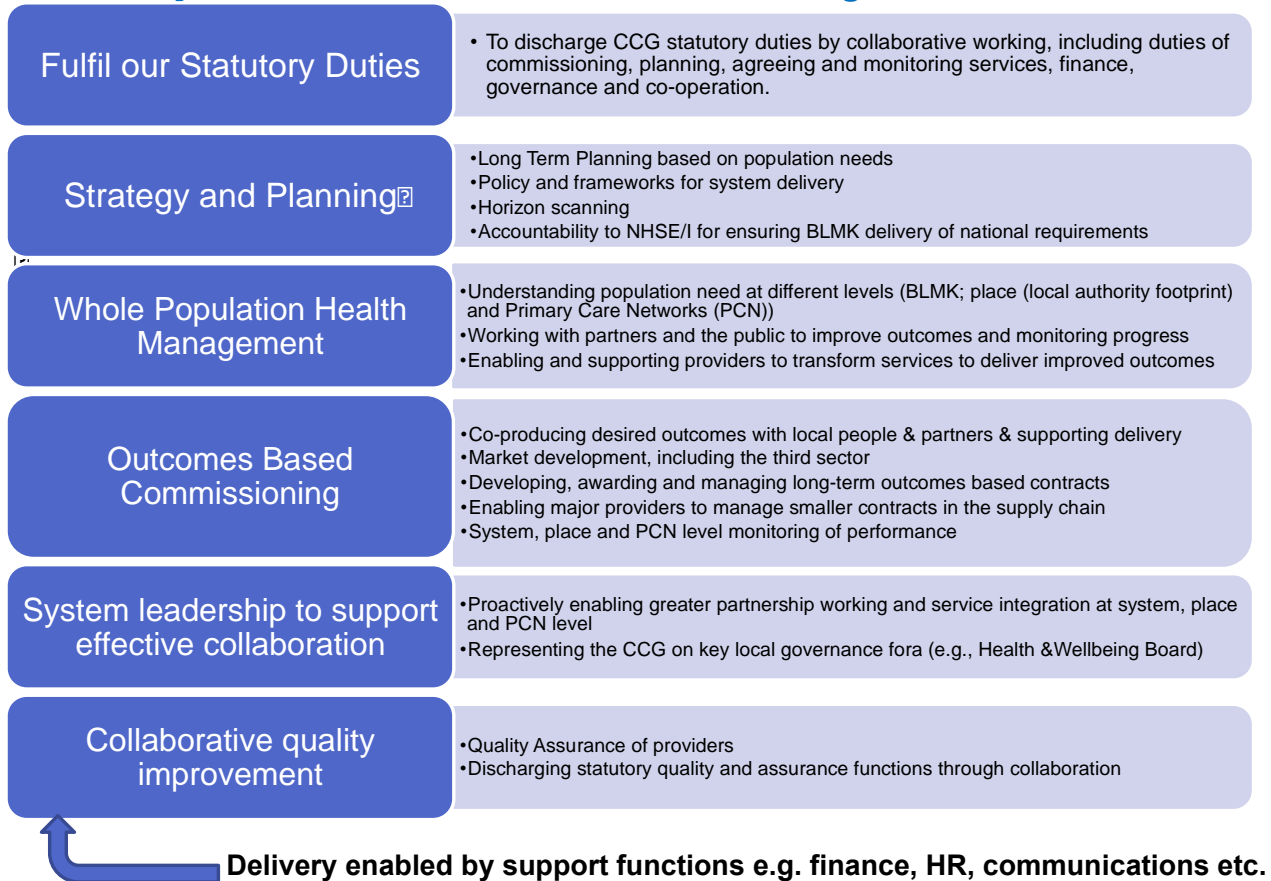
As is the case now, in the future CCG functions may be fulfilled **by a combination of 'do, share, buy'** and are likely to operate **both at scale and at CCG level**.

3.9 Designing the future CCG functions that are required to fulfil the role of a strategic commissioner in an Integrated Care System are a key element of the work to develop the Target Operating Model for the Commissioning Collaborative, hence the close interrelationship between these two workstreams.

3.10 The review has therefore engaged with CCG staff to develop a list of key functions required by a strategic commissioner. The BLMK ICS definition of strategic commissioning is "an ongoing process of identifying the health and wellbeing needs of a defined population, defining, measuring and rewarding outcomes by putting in place "whole population-based" budgets with appropriate incentives for providers, as well as levers for commissioners to ensure outcomes are delivered, within long term contracts and statutory frameworks".

3.11 The current draft list of key functions is set out overleaf, for comment by the Governing Body. This list will continue to be designed and developed working with staff and partners and will be finalised within the Target Operating Model. Once these key functions are agreed, the Do, Share, Buy Review will provide a roadmap to move the Commissioning Collaborative towards to organisational form required to deliver these functions.

## Draft - Key functions of the BLMK Commissioning Collaborative



### Governance Appraisal

3.13 The Good Governance Institute (GGI) has been engaged by the CCGs to undertake an appraisal of governance arrangements in the light of the creation of the single executive team and the BLMK Commissioning Collaborative. The GGI is working with the 3 CCG Chairs and is currently in the process of developing a case for change, which is expected to be presented to Governing Bodies for approval in July.

3.14 The appraisal is looking to identify opportunities to streamline governance arrangements where this will support the overall effectiveness of the CCGs. An Assistant Director for Governance post has been created to provide senior leadership across the BLMK Commissioning Collaborative for governance.

### Reporting

3.15 The Getting Collaboration Right Programme reports on progress on a monthly basis to the executive team. It will report to the 3 CCGs' Governing Bodies as follows:

May 2019	launch of the programme
July 2019	recommendations from the Governance Review
June/July Date TBA	Governing Body development workshop to input to vision, values, behaviours and functions

September 2019 first draft of response to NHS Long Term Plan and programme update  
October 2019 response to the NHS Long Term Plan, Target Operating Model and Do, Share, Buy Phase one recommendations for approval

#### **4. RECOMMENDATION**

That the Governing Body note and endorse the Getting Collaboration Right Programme as described in the paper and specifically comment on:

- (a) The draft vision as set out at paragraph 3.7
- (b) The draft key functions of the BLMK Commissioning Collaborative as set out at paragraph 3.11

Views expressed by the Governing Bodies will be reflected in the further development of this work programme.