

Subject: One Team Programme Briefing

Meeting: BLMK Governing Bodies (Part 1)

Date of Meeting: January 2020

Report of: Geraint Davies, Director of System Commissioning & SRO One Team Programme (BLMK)

Is this document Commercially Sensitive	N
Has this proposal been approved by Finance	NA

1. Background

In November 2019 the BLMK CCGs' Governing Bodies gave approval for the BLMK executive team to develop the One Team Programme, which is the vehicle to deliver the three CCGs' ambition to:

- Create a new single CCG for Bedfordshire, Luton and Milton Keynes (and disestablishing the existing three CCGs);
- Establish the new CCG as a strategic commissioner as part of the BLMK Integrated Care System; and
- Support the development of two Integrated Care Partnerships in Bedfordshire and Milton Keynes within the BLMK Integrated Care System.

A dedicated team and Programme Board have been established, and the Programme Plan has been developed. This paper summarises the progress that has been made since November in setting up the Programme to realise our ambitions.

2. The One Team Programme Resources

Dedicated resources have been identified to lead the One Team Programme who will work closely alongside Governing Body members, the CCG membership, staff at all levels in the three CCGs and other senior stakeholders in BLMK ICS partner organisations. Russell Foster has been engaged on a three month interim basis (mid Nov- mid Feb) to provide the additional capacity and expertise needed to establish the programme, its governance arrangements and to develop the detailed programme plan. The dedicated team members are being supported by a number of senior level work stream leads who are all specialists in their own areas such as Governance,

Communications & Engagement, Organisational Development, HR Finance and IT.
The full work stream list and resources is shown in **Appendix 1**.

Working relationships have been established with our NHS E/I regional assurance colleagues, one of whom is a member of the One Team Programme Board, and the other provides day to day operational/technical support including arranging liaison with subject matter experts from other similar CCG Programme Teams.

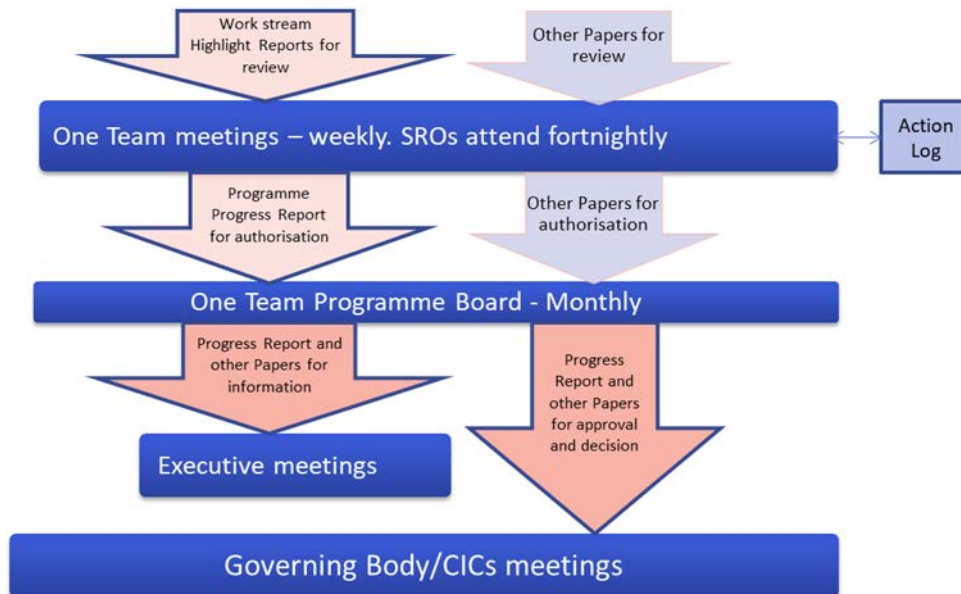
3. The One Team Programme Board

The One Team Programme Board will report to the three Governing Bodies and will comprise the following membership:

- One Lay Member from each CCG (one of which has been appointed as Chair of the Programme Board) (3 Lay members in total)
- One GP Member from each CCG (3 GP members in total)
- The SROs for the One Team Programme: Richard Alsop and Geraint Davies
- The Director of Partnerships, Communications and Engagement: Jane Meggitt
- The Chief Nurse: Anne Murray
- An NHS E/I Regional representative

Governance, reporting templates and reporting cycles have been fully integrated with our established CCG governance processes – see **Table 1**.

Table 1 - One Team Programme Reporting Cycle



4. The One Team Programme Plan Summary

A detailed Programme Plan has been drafted using the template from the Kent & Medway CCGs Programme which had been previously validated and assured by NHS England. The draft Programme Plan was reviewed with our Regional regulator before being submitted to our One Team Programme Board.

The Plan sets out the key tasks deliverables and milestones within each work stream. A more detailed Gantt chart has been developed to manage the programme activity and delivery against the Gantt chart will be overseen by the Programme Board. The Plan will be continually updated and shared with Governing Bodies on a regular basis to support the GB's tracking of progress.

There are three phases to the One Team Programme:

Phase 1: September 19 – March 20: *Defining our story*

Phase 2: April 20 – September 20: *Working Together as One Team – Winning Hearts and Minds*

Phase 3: October 20 – April 21: *Fit for the Future – Creation of New Organisation*

5. Next Steps

From January 2020 the Programme Team will focus on three key areas:

- Creating and socialising our Case for Change and Communications and Engagement Strategy (up to end of Phase 1).

- Ensuring our senior management structure and governance is fit for purpose for moving into shadow form by 1st April (beginning of Phase 2).
- Drafting and approving the documents required for our application to become One BLMK CCG (end of Phase 2).

Appendix 1 - One Team Programme work streams, core membership and responsibilities

Role Title	Responsibilities	Resource
Programme Leadership	Reporting to SRO with responsibility for management of entire programme, including stakeholder management	Maria Wogan / Alison Joyner
Programme Delivery Manager	Main focus on delivering TOM and organisational structure and supporting AD to deliver other work streams	Sandra Vanreyk
Comms & Engagement	To deliver all comms and engagement requirements for single CCG	Ruth Adams
Governance	To delivery all governance requirements for single CCG	Michael Wuestefeld-Gray
Organisational Development	To manage the OD work stream	Karen Rhodes
Human Resources	To provide client-side management of AGEM team supporting delivery of HR workstream	Emma Richards
PMO Support	Programme planning and reporting function	Joyce Baskerville
Target Operating Model Design Lead	To design the TOM & new organisational structure from the “Do Share Buy” outputs	Maria Wogan
Finance workstream	To develop the and deliver all finance requirements of single CCG	Wendy Rowlands
Digital Strategy	To deliver the single ICT workstream	Mark Peedle
Quality & Nursing	To ensure CCG statutory standards for Quality & safeguarding are maintained	Maria Laffan
Primary Care Commissioning	To manage the processes required to implement new Primary Care operational delivery arrangements and ensure smooth transition to end state Primary Care commissioning	Alexia Stenning
Estates & Property	Develop and implement plans for new BLMK CCG corporate estate	Stephen Makin
BI, Contracting & Performance Management	Determine BI contract information and resource requirements, SOPs and corporate performance reporting to match future functions	Stephen Makin