

Governance Review Implementation Plan

	Implementation areas	Actions	By when	Lead	PWC recommendation
1.	The Transformation Board will refocus its work to have a stronger emphasis on wider stakeholder engagement and transformation	<p>Hold a workshop with TB members to explore how TB could be refocused to have a stronger emphasis on engagement and transformation.</p> <p>ToR for 'Transformation and Engagement Group' developed and agreed across partners.</p> <p>First meeting of the 'Transformation and Engagement Group' held and forward plan agreed.</p>	<p>End Jan 2019</p> <p>March 2019</p> <p>May 2019</p>	<p>Devora Wolfson</p> <p>Devora Wolfson</p> <p>Georgia Denegri</p>	The Transformation Board should be replaced by an Accountable Officer Team to oversee progress and ensure implementation of ICB priorities. A separate body, such as a Transformation and Engagement Group, should be formed to allow wide stakeholder engagement in the integrated care programme
2	An Accountable Officer Team (AOT) will be formed to ensure implementation of ICB priorities	<p>Membership of the Accountable Officer Team agreed.</p> <p>ToR for the Accountable Officer Team developed and agreed across partners.</p> <p>First meeting of the Accountable Officer Team held and forward plan agreed.</p> <p>Redraft the ICB ToRs to reflect the relationship between the ICB, the AOT and the 'Transformation and Engagement Group'.</p>	<p>End Jan 2019</p> <p>Feb 2019</p> <p>March 2019</p> <p>May 2019</p>	<p>ICB</p> <p>ICB</p> <p>Devora Wolfson</p> <p>Devora Wolfson</p>	
3.	Identify SRO for the IC programme	Agree SRO for the programme at first meeting of the Accountable Officer Team	March 2019	Accountable Officer Team	A senior individual should be identified to have overall responsibility for the

					programme and not involved in day to day operations. This role, which would not be full time, should primarily focus on leading the Accountable Officer Team to ensure clear lines of responsibility and reporting and enable other programme groups to function effectively.
4.	Revise strategic objectives of the programme to allow a common narrative for the programme against which programme priorities can be set.	ICB to agree the programme strategic objectives and programme outcomes. Develop a whole programme plan based on this with clear deliverables (including workstream plans etc.) Programme plan (including workstream plans) agreed by ICB.	Feb 2019 May 2019 June 2019	Devora Wolfson Devora Wolfson /Olivia Katis	The strategic objectives of the programme should be revised by the ICB / AOT, in line with the current and planned levels of pooled and aligned budgets, allowing the development of a common narrative. Once strategic objectives are set, the scope, accountability, deliverables and priorities of the programme should be revised and documented.
5.	Ensure alignment of care workstream plans with IC strategic objectives and priorities.	Workstreams to scope delivery plans for 19/20 and 20/21. Workstream plans approved as part of the overall programme plan by ICB.	April 2019 June 2019	Workstream directors and SROs	The strategic direction of travel for the Workstreams should be centrally set.
6.	The ICB should seek assurance over, challenge progress within the programme and focus on strategic, transformational decisions (See Areas 1 and 2 above)	Revise the ICB ToRs to reflect focus on assurance and challenge and strategic decision-making. New ToRs reflecting the relationship between ICB, the Health and Wellbeing Boards, the Transformation Group and	February 2019 March 2019	Georgia Denegri Devora Wolfson	The purpose of the ICB should be clarified, reiterating that responsibility for delivering items such as co-production, participation etc. lies with project / initiative owners. The ICB should seek assurance over, challenge progress within the programme and make key strategic, transformational and integrated commissioning decisions.

		Accountable Officer Team considered by ICB. Revised terms of reference for IC governance groups implemented.	May 2019		
7.	Produce roadmap of decisions for coming years	Roadmap developed and agreed by ICB.	May 2019	Devora Wolfson	A roadmap for decision making should be implemented, setting out where and when decisions should be made (including by the statutory bodies). This should seek to reduce the duplication of decision making and bring clarity to the process. The roadmap should acknowledge the limits of delegation and be mindful of the statutory responsibilities retained separately by each organisation.
8.	Develop a new communications and engagement plan	Draft communications strategy, implementation plan and IC logo produced. Communications strategy approved and implementation started. Suite of communication materials produced including presentations, leaflets etc.	End Jan 2019 End Feb 2019 March 2019	Ben Knowles	A communications and engagement strategy/plan should be developed to enable reduction in the number of meeting attendees while ensuring that they are kept informed through different routes.
9.	Ensure COI are addressed consistently throughout the IC governance structure,	Update the integrated commissioning programme Col (Conflicts of Interest) Policy. Agreement of Col policy by ICB.	February 2019 March 2019	Georgia Denegri	Meetings should be made more effective through updating the approach to dealing with conflicts of interest. This should clearly articulate when attendees can be fully involved in discussions, when they can observe but not contribute and when they should not be present.

		The ToRs for all IC governance groups to include reference to the Col policy.	May 2019		
10.	Review meeting membership and frequency and ensure reports are focused and concise	Develop a standard template for IC Board papers which specifies the requirement to be concise, which groups the report will be presented to, including the value each group is expected to provide. All governance groups to review membership and frequency of their meetings.	April 2019 April 2019	Georgia Denegri Chairs/SROs	Meetings should be made more effective through reducing the length of Board papers. Papers to include which groups they will be presented to, the value each group is expected to provide and where a decision is expected to be made. Reducing the regularity of meetings and the numbers of attendees to allow dynamic, focussed discussions.
11.	Performance measures for the programme to monitor progress against strategic objectives should continue to be developed and reported to the ICB	Outcomes Framework for the programme and workstreams being developed including performance measures and metrics. Outcomes framework and measurements considered by ICB. Performance against programme outcomes framework reported to ICB twice a year and included in regular workstream reports to ICB.	Jan 2019 Feb 2019 From July 2019	Yashoda Patel Yashoda Patel/ Anna Garner	Performance measures for the programme to monitor progress against strategic objectives should continue to be developed and reported to the ICB.
12.	Set annual transformation and business as usual priorities for the programme (see Area 4 above)	ICB to set strategic programme-wide transformation objectives and business as usual priorities for the programme annually. Workstreams to set their own priorities based on the ICB's priorities.	March 2019 By May 2019	Devora Wolfson Workstream Directors	The programme as a whole and individual Workstreams (guided by the Accountable Officer Team) should set annual business as usual and transformation priorities, with progress monitored by the Accountable Officer Team.

13.	Agree standard terms of reference for the workstreams (See Areas 1, 2 and 6 above)	<p>Draft workstream terms of reference.</p> <p>Draft workstream terms of reference considered by ICB and workstream boards.</p> <p>Workstream terms of reference approved by ICB.</p>	<p>End Jan 2019</p> <p>End Feb 2019</p> <p>May 2019</p>	Georgia Denegri	Terms of reference for Workstreams should be updated to standardise governance elements that are crucial to the overall success of the programme. This should include the approach to risk management and reporting of progress against strategic objectives. This should be complemented by a defined agenda framework which all Boards are expected to follow.
14.	Develop induction programme for new members of IC programme	<p>Programme developed and signed off.</p> <p>Induction programme in place.</p>	<p>February 2019</p> <p>From March 2019</p>	Olivia Katis	A structured induction and development programme should be provided to members of the ICB, Transformation Board and Workstreams.
15.	Review of risk sharing being undertaken including in relation to further pooling	<p>Review of risk sharing arrangements across partners as part of the work to move to a system financial control total.</p> <p>Revised risk sharing protocol approved by ICB.</p>	<p>March 2019</p> <p>July 2019</p>	CFOs	Finance leaders should agree when to review risk sharing, in particular how this operates in practice, where clarification is required and any impact this has on decision making.