

IC Governance Review Implementation Plan – Update October 2019

RAG System



Green = completed / proposed to close



Amber = on track



Red = delayed / not delivered

	Implementation areas	Actions	By when	Lead	Progress update (RAG rating)
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</p> <p>ToR for 'Transformation and Engagement Group' developed and agreed across partners.</p> <p>First meeting of the 'Transformation Group' held and forward plan agreed.</p>	<p>End Jan 2019</p> <p>March 2019</p> <p>May 2019</p>	<p>Carol Beckford</p> <p>Jonathan McShane</p> <p>Jonathan McShane</p>	<p>Completed. A workshop facilitated by Sue Goss was held on 27 February 2019.</p> <p>In progress.</p> <p>Meeting held on 27 April 2019 and the Group is considering its forward plan. Next meeting of the board is 17 July.</p> <p>Complete</p>
2	An Accountable Officer Group (AOG) will be formed to ensure implementation of ICB priorities	<p>Membership of the Accountable Officer Group agreed.</p> <p>ToR for the Accountable Officer Group developed and agreed across partners.</p> <p>First meeting of the Accountable Officer Group held and forward plan agreed.</p>	<p>End Jan 2019</p> <p>Feb 2019</p> <p>March 2019</p>	<p>ICB</p> <p>ICB</p> <p>Carol Beckford</p>	<p>Completed.</p> <p>AOG ToR approved by ICB.</p> <p>ICB forward plan considered at AOG at in April.</p> <p>Complete</p>

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		Redraft the ICB ToR to reflect the relationship between the ICB, the AOG and the 'Transformation and Engagement Group'.	May 2019	Carol Beckford/ Alex Harris	
3.	Identify SRO for the IC programme	Agree SRO for the programme at first meeting of the Accountable Officer Group	March 2019	Accountable Officer Group	Completed. LBH CEO appointed as programme SRO.
4.	Revise strategic objectives of the programme to allow a common narrative for the programme against which programme priorities can be set.	<p>ICB to agree the programme strategic objectives and programme outcomes.</p> <p>Develop a whole programme plan based on this with clear deliverables (including workstream plans etc.)</p> <p>Programme plan (including workstream plans) agreed by ICB.</p>	<p>Feb 2019</p> <p>April - Sept 2019</p> <p>Sept 2019</p> <p>November 2019</p>	<p>Carol Beckford</p> <p>Carol Beckford / Stella Okonkwo</p>	<p>ICB approved revised vision and strategic objectives.</p> <p>Complete</p> <p>Whole Programme Plane: Progress slow – as we need to ensure that we have Workstream and Enabler Group buy-in. We are going to use Planned Care as an exemplar to set out the approach and seek sign off from AOG before rolling out to all the Workstreams and Enablers</p>
5.	Ensure alignment of care workstream plans with IC strategic objectives and priorities.	<p>Workstreams to scope delivery plans for 19/20 and 20/21.</p> <p>Workstream plans approved as part of the overall programme plan by ICB.</p>	<p>April – Sept 2019</p> <p>Sept 2019</p>	Workstream directors and SROs	Workstream plans submitted in April as part of the NEL systems operating plan.

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			October/November 2019		<p>Workstreams plans will be refreshed as part of the long-term plan submission that will be approved by ICB in July</p> <p>Work has taken place to ensure alignment of Care Workstreams with the Long Term Plan and the IC Programme Outcomes Framework. The Summary Outcomes framework needs to be signed off by AOG – October/November</p>
6.	The ICB should seek assurance over, challenge progress within the programme and focus on strategic, transformational decisions (See Areas 1 and 2 above)	<p>Revise the ICB ToR to reflect focus on assurance and challenge and strategic decision-making.</p> <p>New ToR reflecting the relationship between ICB, the Transformation Group and Accountable Officer Group considered by ICB.</p> <p>Revised terms of reference for IC governance groups implemented.</p>	<p>May 2019</p> <p>May 2019</p> <p>June 2019</p>	<p>Carol Beckford/ Alex Harris</p> <p>Carol Beckford/ Alex Harris</p> <p>Carol Beckford</p>	<p>Scheduled for approval in June 2019.</p> <p>On track. Scheduled for approval in June 2019.</p> <p>Complete</p>
7.	Produce roadmap of decisions for coming years	Roadmap developed and agreed by ICB.	<p>May 2019</p> <p>November 2019</p>	Carol Beckford	<p>Will be considered by AOG in June and ICB in July 2019.</p> <p>To be revisited in Sept 2019 by ICB.</p> <p>As 4 above</p>

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					In progress running late. Revised Target November 2019
8.	Develop a new communications and engagement plan	<p>Draft communications strategy, implementation plan and IC logo produced.</p> <p>Communications strategy approved and implementation started.</p> <p>Suite of communication materials produced including presentations, leaflets etc.</p>	<p>End Jan 2019</p> <p>End Feb 2019</p> <p>March 2019</p> <p>December 2019</p> <p>December 2019</p>	Ben Knowles	<p>IC Communications Strategy signed off by ICB – September 2019</p> <p>IC Strapline – signed off by ICB – September 2019</p> <p>IC Logo not signed off by ICB. To be revisited no later than December 2019</p> <p>Some work to be done to complete the Suite of communications materials e.g. Newsletter, IC Explainer Document, IC Website etc.</p>
9.	Ensure COI are addressed consistently throughout the IC governance structure	Review the integrated commissioning programme Col (Conflicts of Interest) Policy and re-issue if required.	<p>March 2019</p> <p>July 2019</p>	Alex Harris	<p>In progress. The policy is in line with good practice. Improvements in practice discussed with the workstream TSOs and the CCG Head of Corporate Services and will be implemented from May 2019.</p> <p>In progress.</p>

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		The ToR for all IC governance groups to include reference to the Col policy. To be approved at July AOG.			Complete
10.	Review meeting membership and frequency and ensure reports are focused and concise	<p>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.</p> <p>All governance groups to review membership and frequency of their meetings.</p>	<p>April 2019</p> <p>April 2019</p>	<p>Alex Harris</p> <p>Chairs/SROs</p>	<p>In progress. Discussions with workstream directors have been held.</p> <p>Complete</p> <p>Complete</p>
11.	Performance measures for the programme to monitor progress against strategic objectives should continue to be developed and reported to the ICB	<p>Outcomes Framework for the programme and workstreams being developed including performance measures and metrics.</p> <p>Outcomes framework and measurements considered by ICB.</p> <p>Performance against programme outcomes framework reported to ICB twice a year and in workstream reports to ICB.</p>	<p>Jan 2019</p> <p>Feb 2019</p> <p>From July 2019</p> <p>November/December 2019</p>	<p>Yashoda Patel</p> <p>Anna Garner</p>	<p>Initial report approved by ICB in February 2019 and further report at April AOG.</p> <p>Scheduled for July AOG and September ICB.</p> <p>Running late: Summary Outcomes Framework with performance to be presented to AOG October/November and ICB November/December 2019</p>
12.	Set annual transformation and	ICB to set strategic programme-wide transformation objectives and business	April 2019	Carol Beckford	For October ICB.

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	business as usual priorities for the programme (see Area 4 above)	as usual priorities for the programme annually. Workstreams to set their own priorities based on the ICB's priorities.	By May 2019	Workstream Directors	The Care Workstreams and Enablers have plans which include business as usual and transformation priorities. A decision has been made not to separate. Recommend remove this implementation action
13.	Agree standard terms of reference for the workstreams (See Areas 1, 2 and 6 above)	Draft workstream terms of reference. Draft workstream terms of reference considered by workstream boards. Workstream terms of reference approved by ICB.	February 2019 April 2019 May 2019	Alex Harris/ TSOs	Template developed and work is in progress. Delayed approval at AOG in May, due for approval by AOG in July. Approved by AOG Complete
14.	Develop induction programme for new members of IC programme	Programme developed and signed off. Induction programme in place.	April 2019 From May 2019	Olivia Katis	Draft completed. Will be considered by AOG in September, delayed from initial date of June. Complete
15.	Review of risk sharing being undertaken including in relation to further pooling	Review of risk sharing arrangements across partners as part of the work to move to a system financial control total. Revised risk sharing protocol approved by ICB.	March 2019 July 2019 December 2019	CFOs	Discussions ongoing. Scheduled on ICB forward plan in October 2019. Work is underway looking at the future opportunities for Pooling. The

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					paper should be with ICB by December 2019