

Meeting: Strategic Commissioning Board			
Meeting Date	02 December 2019	Action	Approve
Item No	13	Confidential / Freedom of Information Status	No
Title	Strategic Commissioning Board Development Programme		
Presented By	Nicky O'Connor, Interim Director of Transformation		
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Clinical Lead	Dr. Jeff Schryer, CCG Chair		
Council Lead	Cllr David Jones, Leader, Bury Council		

Executive Summary
Following recent discussions about the need for a board development programme for the SCB, this paper outlines the work commissioned to support the board in this regard.
Recommendations
It is recommended that the Strategic Commissioning Board: <ul style="list-style-type: none"> Note and comment on the proposed development

Links to Strategic Objectives/Corporate Plan	Choose an item.
Does this report seek to address any of the risks included on the Governing Body / Council Assurance Framework? If yes, state which risk below:	Choose an item.
<i>Add details here.</i>	

Implications						
Are there any quality, safeguarding or patient experience implications?	Yes	<input type="checkbox"/>	No	<input checked="" type="checkbox"/>	N/A	<input type="checkbox"/>
Has any engagement (clinical, stakeholder or public/patient) been undertaken in relation to this report?	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>	N/A	<input checked="" type="checkbox"/>
Have any departments/organisations who	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>	N/A	<input checked="" type="checkbox"/>

will be affected been consulted ?						
Are there any conflicts of interest arising from the proposal or decision being requested?	Yes	<input type="checkbox"/>	No	<input checked="" type="checkbox"/>	N/A	<input type="checkbox"/>
Are there any financial implications?	Yes	<input checked="" type="checkbox"/>	No	<input type="checkbox"/>	N/A	<input type="checkbox"/>
Are there any legal implications?	Yes	<input type="checkbox"/>	No	<input checked="" type="checkbox"/>	N/A	<input type="checkbox"/>
Are there any health and safety issues?	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>	N/A	<input checked="" type="checkbox"/>
How do proposals align with Health & Wellbeing Strategy?	In line with both Health and Wellbeing Strategy					
How do proposals align with Locality Plan?	Aligned					
How do proposals align with the Commissioning Strategy?	Aligned					
Are there any Public, Patient and Service User Implications?	Yes	<input checked="" type="checkbox"/>	No	<input checked="" type="checkbox"/>	N/A	<input checked="" type="checkbox"/>
How do the proposals help to reduce health inequalities?						
Is there any scrutiny interest?	Yes	<input checked="" type="checkbox"/>	No	<input type="checkbox"/>	N/A	<input type="checkbox"/>
What are the Information Governance/ Access to Information implications?						
Has an Equality, Privacy or Quality Impact Assessment been completed?	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>	N/A	<input checked="" type="checkbox"/>
Is an Equality, Privacy or Quality Impact Assessment required?	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>	N/A	<input checked="" type="checkbox"/>
Are there any associated risks including Conflicts of Interest?	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>	N/A	<input checked="" type="checkbox"/>
Are the risks on the CCG /Council/ Strategic Commissioning Board's Risk Register?	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>	N/A	<input checked="" type="checkbox"/>
Additional details	<i>NB - Please use this space to provide any further information in relation to any of the above implications.</i>					

Governance and Reporting		
Meeting	Date	Outcome
Add details of previous		

<i>meetings/Committees this report has been discussed.</i>		

STRATEGIC COMMISSIONING BOARD DEVELOPMENT PROGRAMME

1. Introduction

- 1.1. At the first and second Strategic Commissioning Board (SCB) meetings, the concept of a development programme for all board members was discussed and agreed. This recognised the coming together of previously separate governance systems and meetings to form the SCB, the fact that the model was new to everyone and there would be different views about how to achieve common aims, and the differences in culture between CCG and Council.
- 1.2. A programme of board development has been commissioned with the following aims and objectives:
- Developing collective and corporate compassionate leadership, acting transparently and accountably for the benefits of residents
 - Achieving effective implementation of our strategy for commissioning reform
 - Realising excellence in performance against agreed objectives
 - Progressing values-based culture and engagement drawing on the best of both Bury Council and Bury CCG values and principles
 - Advancing innovative and effective use of data to inform strategic commissioning
 - Achieving continuous improvement in clinical, commissioning, and managerial processes
 - Developing an effective and central role in system wide transformation based on the delivery of truly integrated care for the people of Bury

2. Context

- 2.1. The challenge for the Strategic Commissioning Board of dealing with rapidly increasing demand and comparatively flatlining resource (finance and workforce) requires a different approach to strategies that have traditionally been adopted over many years, at least in the NHS
- 2.2. The NHS and local authorities in Greater Manchester have been pioneers, following the devolution deal, in developing a system of integrated care and commissioning, with population rather than silo-based budgets and the consequent encouragement

for providers to organise and deliver health and care services in a more effective and efficient way

- 2.3. However, the Board is also required to balance the short-term imperatives of financial stability and national targets on waiting times with this longer-term transformation of the health and care system and the move to population health management
- 2.4. This challenge requires the Board to manage the transition to new ways of working in a way that delivers sustained high-quality services in the immediate term whilst designing and implementing 'value adding' organisational arrangements for the future. Critically, this must be conducted whilst demonstrating accountability to Bury residents and the values of compassion and 'patient centeredness' for those who need care
- 2.5. All this creates both a challenging set of tasks and responsibilities. It is this, therefore, that provides the basis for the objectives of the board development work

3. Delivery of Board Development

- 3.1 The plan for the programme consists of a series of structured interviews with a cross section of board members to gain insight into the challenges and successes, followed by 2 sessions with the full board and an action plan for further work.

4. Overarching approach - two board development sessions over a 3-4 month timeframe

- 4.1 The run up to and aftermath of the two sessions will be part of a single process of board development, during which preparatory work, including interviews with board members to create information will be conducted which can be presented back at the sessions.
- 4.2 This will ensure the board can maximize the time available for discussion as well as highlighting the convergence and divergence of views.
- 4.3 This process will also include producing action notes and a final report which will be discussed throughout the process with board members to ensure effective implementation of agreed actions.
- 4.4 Check and challenge processes will be brought into situations that the board discusses to bring an external perspective into the room. This would reflect national and international examples of how others are tackling similar problems to stimulate wider debate and greater ambition.
- 4.5 The first Board Development Session would begin with a focus on the external environment and the opportunities and threats it brings. This would be the mirror against which to gauge current vision and strategy, board leadership, current approaches, capabilities and development needs.

- 4.6 The second Development Session will take stock of progress, pick up areas in the objectives not covered previously and focus down onto the key areas where the board needs to manage its external relationships, and its internal delivery capability. The session would end again with an agreed set of actions and a plan for their delivery.

5. Facilitation and Timing of Board Development

- 5.1 Mike Farrar, CBE, FRCGP, FRCP, Dip.H.Ed, BA Hons has been commissioned to deliver the board programme. Mike works nationally and internationally on developing health and care systems. Now an independent consultant, he was previously the Chief Executive of the NHS confederation, the Chief Executive of the North West Strategic Health Authority, Chair of Sport England and National Tsar for Sport and Health to name a few of his previous roles.
- 5.2 Dates for the two sessions that are convenient to Board members are currently being sought but are likely to be in January and March 2020.

6. Actions Required

- 6.1 The Strategic Commissioning Board is required to:
- The Board is asked to receive and comment on the proposal for Board development

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November 2019