

Cover Sheet Strategic Planning Group 4 September 2017

Agenda Item: 10

Development of STP Team – Paper H

TO NOTE: The development of an in-house PMO and finance team for OHSEL

Lead Director

Mark Easton, Programme Director

Summary and Comment

1. Background

In January 2017 EY were awarded a nine month contract to provide:

- Finance and modelling support;
- PMO support, specifically, setting up a programme management office (PMO) functions and processes for the sustainability and transformation partnership as it transitioned fully into implementation
- Implementation support, primarily to the Provider Productivity Programme.

This contract comes to an end on the 22nd September 2017 and the OHSEL management team have been working with EY colleagues to plan the transition of this work to an in-house PMO and finance team. These changes serve twin objectives: to save costs and to ensure a continued well-functioning programme.

2. Finance Team Arrangements

Following discussions with key stakeholders to scope the on-going requirements and technical expertise required to support the STP it was agreed that the in-house finance team would be composed of two roles; a head of financial management and an assistant head of financial management at grade 8b who will report into the strategic finance lead.

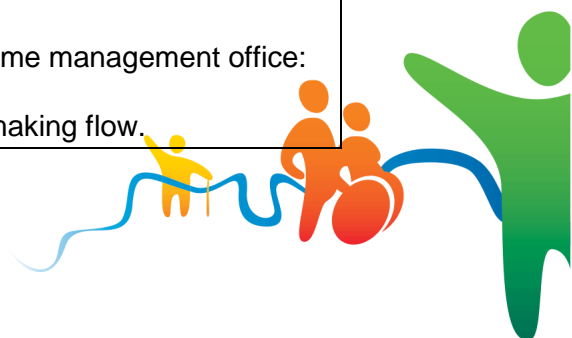
The strategic finance lead will report into the STP Programme Director and be accountable to the acting South East London STP Finance Lead Mark Cheung.

A recruitment process has been completed to appoint to the posts temporarily pending substantive appointments later in the year.

3. Programme Management Office (PMO) Arrangements

EY were tasked with the set-up of 4 key dimensions of the programme management office:

- *Programme Meetings* – Logistics, processes and decision making flow.



- *Monthly reporting* – templates, processes and governance
- *Benefits Tracking* – Stocktake, methodology, templates, processes and governance.
- *Risk and issue management* – methodology, templates, processes and governance.

The internal PMO is being resourced through an internal reconfiguration of existing resources. A PMO manager role has been created by changing the Children and Young People (CYP) and Maternity clinical transformation project manager into a PMO manager. The CYP and Maternity portfolio has been moved to an assistant project manager – with additional support from the Clinical Programme Manager when required.

The on-going management and administration of key programme meetings have been distributed across existing members of the OHSEL team who have been working alongside the EY lead since July 2017 to ensure a smooth transition. Details of the named in-house leads can be found in the PMO Handover Leads section below.

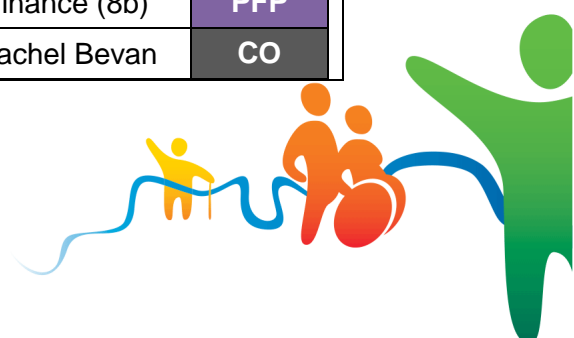
The culmination of the EY and in-house team work will be a PMO proposal submitted to the STP Executive Group on the 22nd September 2017 that outlines the proposed PMO functions and processes in the four key dimensions to support on-going implementation of the transformation and sustainability partnership programme.

PMO Handover Leads

PMO Area	EY Lead	In-house Lead
Programme Meetings	Ed Goodall	See Programme Meeting Table
Monthly Reporting	Ed Goodall	James Mackenzie
Benefits Tracking PMO Process	Chris Beirne	James Mackenzie
Benefits Tracking Methodology	Chris Beirne	Finance 8b
Risks and Issues	Chris Beirne	James Mackenzie

Programme Meetings Table:

MEETINGS	Leads	
Strategic Planning Group (SPG)	Rachel Bevan	SPG
STP Executive Group (EX)	PMO Mgr	EX
Clinical Programme Board (CPB)	PMO Mgr	CPB
Productivity Programme Board (PPB)	Tom Henderson	PPB
Provider Finance Leads - STRAT (PFS)	Finance (8b)	PFS
Provider & Commissioner Finance Leads (PCF)	Finance (8b)	PCF
PCFL pre-meet (dates tbc)	Finance (8b)	FPM
Provider Finance Leads - PROD (PFP)	Finance (8b)	PFP
Chief Officers Group (COs)	Rachel Bevan	CO



Directors of Strategy (DoS)	PMO Mgr	DoS
Quintet (Q)	PD	Q
Committee in Common	Rachel Bevan	CiC
Clinical Strategy Committee	Rachel Bevan	CSC
Directors of Commissioning and Directors of Finance	Teena Brunell	DoC/F
STP Directors	PMO Mgr	STPD
OHSEL Weekly Catch-up	PMO Mgr	
OHSEL Senior Management Team	Teena Brunell	
OHSEL Monthly Team Meeting	Teena Brunell	

Action Required

The Strategic Planning Group is asked to:

1. Note the handover arrangements that are in place to develop an in-house PMO and finance team for OHSEL.

Date Report submitted: 29 August 2017

