



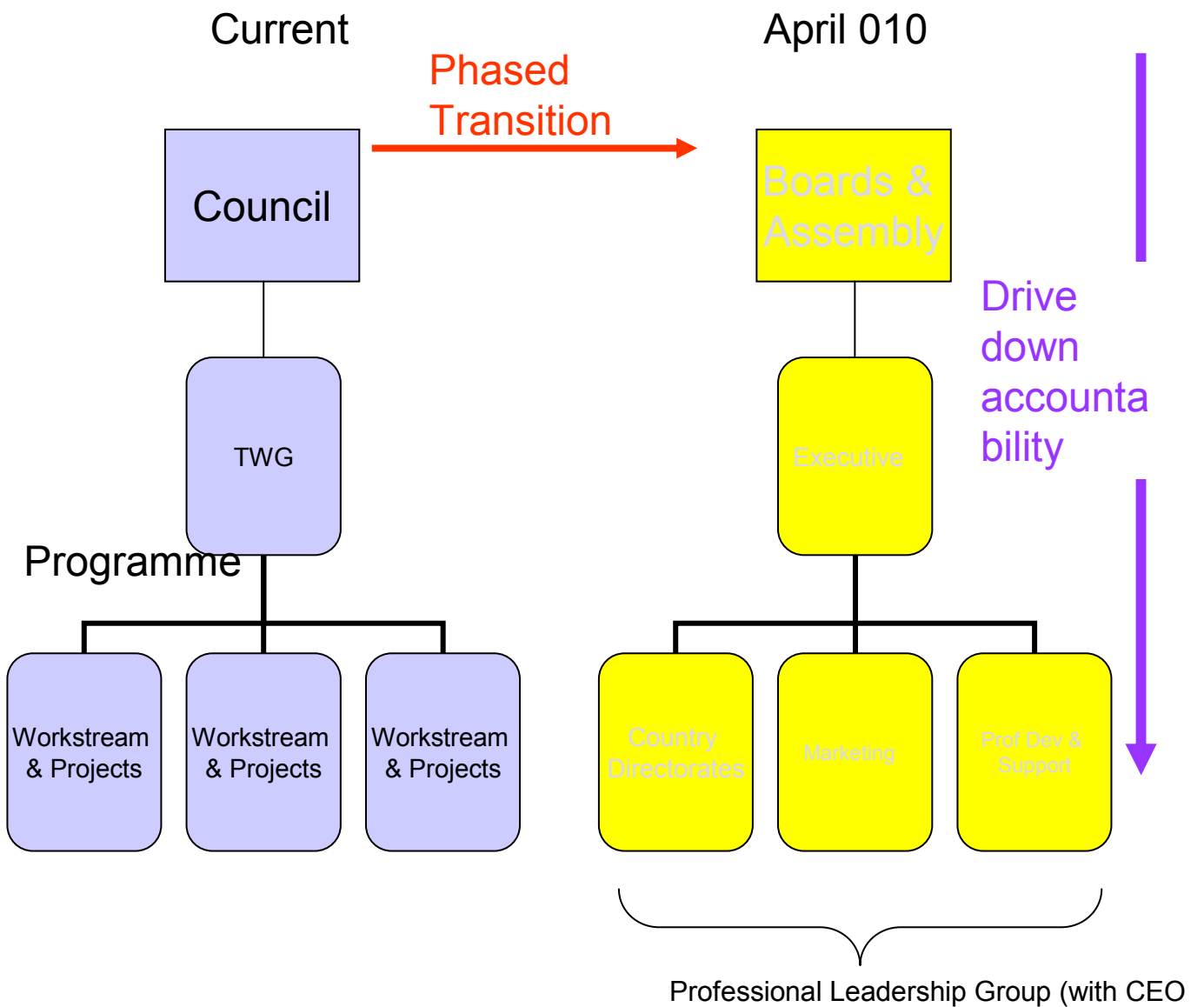
Transition from programme to operation

English Pharmacy Board
Meeting –
25th November 2009

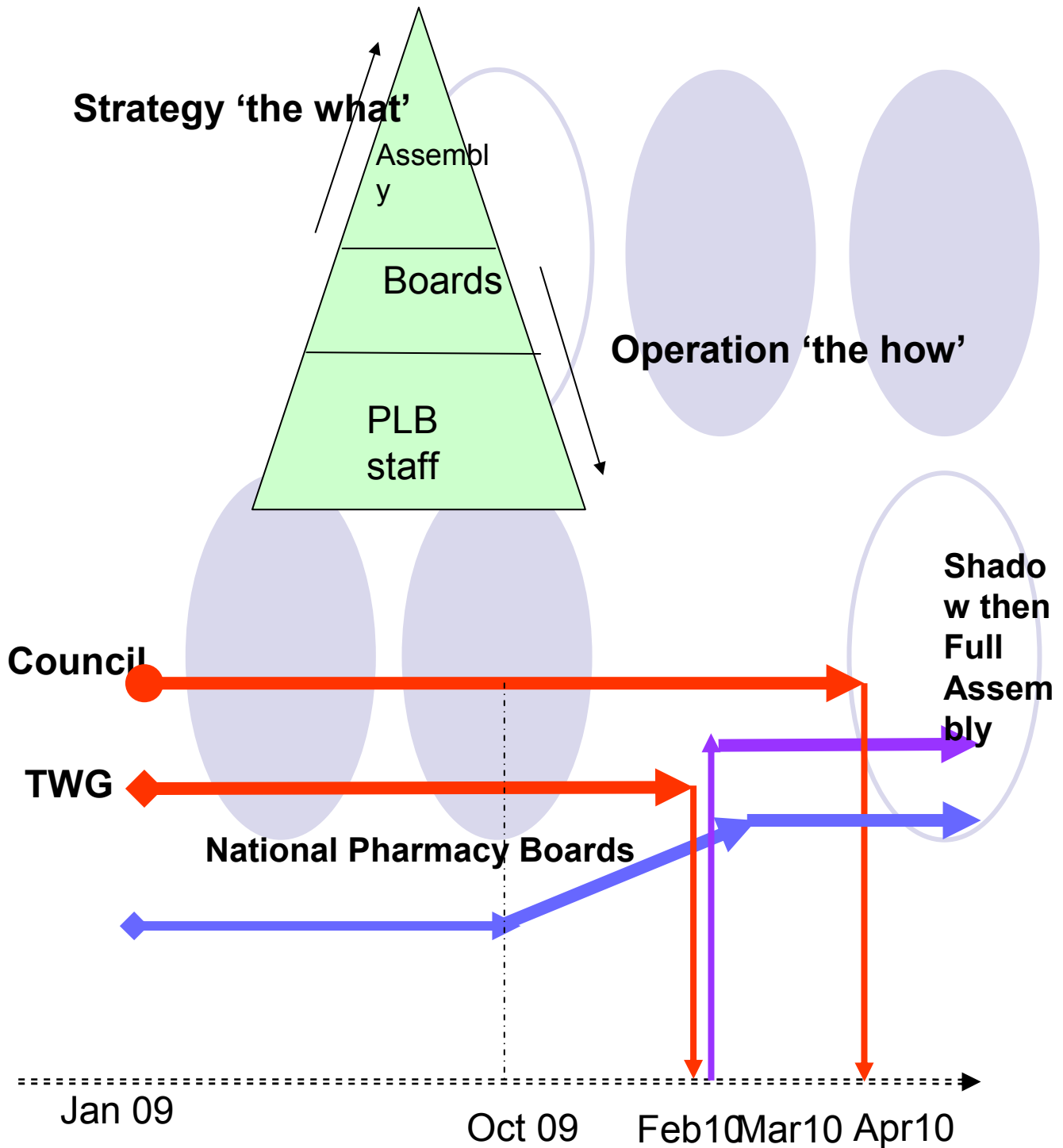
S. Coggins

PLB decision making and accountability

Transition from programme to the new PLB organisation



How and when we move to the new governance model





TWG in the transition

In the **transition** phase from November to February **the TWG** will continue to provide oversight on:

- Items of **strategic importance** – Vision, Commitments, Business Planning, Governance
- The **highest priority** projects - inc. CPD, IAS, LPF, Science & Research

Other projects will be managed by the Professional Leadership Group.

The final TWG meeting will take place **in February** and will

- take the form of a handover meeting
- involve the **new Board** Chair/Vice Chairs
- act as a brief to the Shadow Assembly
- handover **operational responsibilities** for all projects to the PLG

TWG in the transition

Date of TWG	Agenda items	Comments
Monday 16 November	<ul style="list-style-type: none"> ▪ Commitments review and update ▪ RPS Enterprises business plan –Info paper ▪ CPD update ▪ Advanced & Specialist Practice ▪ Vision and Branding the PLB ▪ Transition to Shadow Assembly ▪ Governance – Fees & Allowances 	Approach agreed at the TWG on 19 th October
Monday 7 December	<ul style="list-style-type: none"> ▪ IAS Pilot review and service launch ▪ Branding for the PLB ▪ Commitments – review 1st 100 days / proposal for 2nd 100 days ▪ Vision for Pharmacy launch ▪ Local Practice Forums ▪ Third Party negotiations ▪ PL business plan (inc. cost of services & cost efficiencies) ▪ Governance – Assembly Appointments 	
Wednesday 20 January	<ul style="list-style-type: none"> ▪ Commitments update ▪ Virtual Networks Pilot review and launch ▪ Science & Research update ▪ CRM and Website update 	
Wednesday 24 February	<ul style="list-style-type: none"> ▪ TWG Transition, handover and close 	Joint TWG meeting with the newly elected Board Chairs & Vice Chairs

Ownership and handover status of TWG activities at point of clo

Workstream or project	TWG - Project Manager	Priority	New Organisation		Handover status/ comments
			Executive Owner	Project owner	
W1 – Professional Development	Lyndon Braddick		DoPD&S	n/a	Close at end October – as the Dir of PD&S is not in place until Jan Lyndon will play ‘interim’ Exec role
W1 – CPD	Heidi Wright	1	DoPD&S	CE	Transfers fully to Carol Evans
W1 – Advanced & Specialist Practice	Carol Evans	2	DoPD&S	CE	Already owned by Carol Evans
W1 – Pre-registration	Carol Evans	3	DoPD&S	CE	Already owned by Carol Evans
W1 – Return to Practice	Anne Adams	3	DoPD&S	CE	AA to develop & deliver a service in Nov – handover to CE in Jan
W1 – Early Years Support	tbc	3	DoPD&S	CE	Not started – to be agreed in 2010 business plan
W1 – Career Support	tbc	4	DoPD&S	CE	As above
W2 – Professional Support	Bernard Kelly		DoPD&S	n/a	Close at end October - D. Pruce will be Exec owner (interim role)
W2 – IAS	tbc	1	DoPD&S	HoPS	Recruitment in progress for interim PM for 3 mnths until HoPS is in place
W2 – Professional Support Tools	tbc	1	DoPD&S	HoPS	As above
W2 – Museum	Briony Hudson	1	DoPD&S	HoPS	Council have reviewed proposal on Charitable Trust – final decision will

Ownership and handover status of TWG activities at point of clo

Workstream or project	TWG - Project Manager	Priority	New Organisation		Handover status / comments
			Executive Owner	Project owner	
W3 – Professional Networking	Paul John		DoPD&S	n/a	Close at end November – needs further period of co-ordination
W3 – LPF	Amanda King	1	Country Directors	AK	Already owned by Amanda King
W3 – Virtual Networking	Jeff Lester	2	DfE	YD	JL interim PM for 3 months – YD is Community Manager
W3 - Mentoring	tbc	2	DoPD&S	AK	Project management gap to be addressed – JL will manage IT delivery as part of VN role
W4 – Leadership & Advocacy	David Pruce		CEO	Country Directors	Close at end October
W4 – Vision for Pharmacy	Eileen Nielson	1	CEO	Country Directors	EN in interim PM role for 3 months
W4 – Local Leadership	Eileen Nielson	2	DoPD&S	AK	Work split – EN for local spokespeople and AK for LPF local leaders
W4 – Management Support	tbc	3	DoPD&S	HoPD	Not started – to be agreed in 2010 business plan and aligned with IPM third party negotiations
W5- Third Party negotiations	Jeremy Holmes		CEO	n/a	Close at end October- actions to transfer to business functions
W6- Business Plan	Graham Duncan		DoCS&R	GD	Close at end October⁷ financial planning resp already with GD
W6 Cost	Graham	1	DoCS&R	GD	Part of 2010 business plan

Ownership and handover status of TWG activities at point of close

Workstream or project	TWG - Project Manager	Priority	New Organisation		Handover status / comments
			Executive Owner	Project owner	
W7 – Marketing & Comms	Patrick Stubbs		HoM	n/a	Close at end October
W7 – CRM	Victoria Bytel	1	HoM	VB	Already owned by Victoria
W7 – Website	Mary Snell	1	HoM	MS	Already owned by Mary
W7 - Branding	James Taylor	1	HoM	JT	Already owned by James
W7 – Comms Plan	James Taylor	1	HoM	JT	Already owned by James
W7 - Membership	Victoria Bytel	2	HoM	VB	Early in project initiation
W8 – Governance & Legal	Michele Savage		CEO	CEO's Office	Close at end October – projects continue
W8 – Legal Changes	Michele Savage	1	CEO	CEO's Office	Runs to demerger in April then hands to CEO Office
W8 – Policy Governance	Michele Savage	1	CEO	CEO's Office	As above
W8 – Remit of Boards/Assembly	Michele Savage	1	CEO	CEO's Office	As above
W9- Organisational Development	Viv Murch		DoCS&R	HoHR	Close at end October
W9 – Values & Culture	Rebecca McDougal	2	CEO	PLG	Close as project – PLG to drive this through, line managers responsible for rollout supported by HR
W10- Technology	Andy Langler		DoCS&R	AL	Close at end October - subject to TWG review/resp already with AL

Review of PLB programme management role/activities & their future in new Organisation

Programme Area	Activities & issues	What happens to responsibility at close of programme
Planning	<ul style="list-style-type: none"> ● Planning, re-planning & review of priorities, project-start & delivery dates e.g. following review of member benefit profile vs timing 	<ul style="list-style-type: none"> ● Owned by PLG team (risk no formal / single owner - business planning)
Monitoring & control	<ul style="list-style-type: none"> ● TWG Monthly reporting, Council fortnightly report on progress ● Documentation management and migration (Sharepoint) ● Risk management ● Change control eg changing ownership to reflect new org ● Tracking Commitments deliverables 	<ul style="list-style-type: none"> ● Owned by K Crooks from Oct ● As above ● Owned by PLG (co-ordinated by JM) ● Change Log closed at end Oct ● Tracking by James T/KC progress review at PLG
Business consultancy	<ul style="list-style-type: none"> ● Ensuring services/processes/projects are based on member needs/benefit ● Portfolio management - balance suite of projects to ensure commercial viability ● Advising and mentoring support for PMs on project approach ● Troubleshooting – driving specific cross directorate activities e.g remit of Boards & how work with exec/staff 	<ul style="list-style-type: none"> ● Owned by Marketing, review at PLG ● As 'planning' ● PMO role ● Overall transfers to PLG –Board Remit with Country Directors from Oct
Management of sponsors	<ul style="list-style-type: none"> ● Managing sponsors - TWG, Exec, CEO, Country Directors etc 	<ul style="list-style-type: none"> ● closed at end Oct
Change management & Communications	<ul style="list-style-type: none"> ● Ensuring alignment of organisational culture, “hearts & minds”, job evolution, internal comms, leadership, working practice ● Internal Communication of what the programme is, what it's trying to achieve, how it's doing it – status, issues etc. ● External Communication of member services e.g. PJ articles ● Setting up stakeholder events 	<ul style="list-style-type: none"> ● Values and culture driven by PLG and line managers ● Content owned by PLG supported by Zoe M ● Has been transferred to Margaret M ● Owned by Marketing from Oct
Resource management	<ul style="list-style-type: none"> ● Managing resource fluctuations e.g. IAS, VNs, process) within and across projects and addressing gaps 	<ul style="list-style-type: none"> ● PMO role
Process management	<ul style="list-style-type: none"> ● Defining and reviewing top level services/processes based on member needs, process maps in place for priority projects and inter-dependencies identified 	<ul style="list-style-type: none"> ● Resource in place to end Dec (M Scott) - decision required how to embed capability in the org?
Decision-making/governance	<ul style="list-style-type: none"> ● Managing TWG governance process & facilitating timely and appropriate decision-making on PLB activities 	<ul style="list-style-type: none"> ● Owned from Oct by KC (support from PMO role)

Review of PLB programme meetings and their future

Existing meeting	Purpose / programme area	What happens to responsibility at close of programme
<ul style="list-style-type: none"> ● Monthly Transitional Working Group 	<ul style="list-style-type: none"> ● Managing the governance of the transitional activities on behalf of the Council 	<ul style="list-style-type: none"> ● Continues until point of demerger (Feb 10) responsibility of HD/KC ● Replaced in Mar by Shadow Assembly
<ul style="list-style-type: none"> ● Fortnightly Workstream Leaders Meeting 	<ul style="list-style-type: none"> ● Manages big issues and cross dependencies (with OD, Third Parties etc) 	<ul style="list-style-type: none"> ● Closed at end Oct – revert big issues to PLG meetings ● Others managed ad hoc
<ul style="list-style-type: none"> ● Fortnightly Customer Group meetings 	<ul style="list-style-type: none"> ● Looks at the member services as a whole package 	<ul style="list-style-type: none"> ● Replaced by new PLG meetings
Sponsor meetings with President and CEO	<ul style="list-style-type: none"> ● Acts as a steering group to the programme providing Direction for the PM and Staff Lead 	<ul style="list-style-type: none"> ● Continues to meet - only to agree TWG agenda
Periodic Project Manager meetings	<ul style="list-style-type: none"> ● Bring PMs together as a community to share cross project dependencies, learnings and issues 	<ul style="list-style-type: none"> ● Continues for a period to be determined (facilitated by PMO role)
Periodic Stakeholder Events	<ul style="list-style-type: none"> ● Inform and engage key stakeholders across the Profession (inc. Pioneers) 	<ul style="list-style-type: none"> ● Closed after October event
Periodic Board Remit meetings	<ul style="list-style-type: none"> ● Develop the proposal for the role and remit of Boards (individually and collectively) 	<ul style="list-style-type: none"> ● Continues until point of demerger (April 10) responsibility to be rotated around the Country Directors

In summary and next steps

Programme closes at end of October

- Workstream leader role and reporting ends
- Programme manager role is called down – responsibilities are transferred as per previous table
- Workstream Leader and Customer Group meetings close

Transfer of governance / decision making responsibilities begins

- TWG starts to transition to new Boards/Assembly and PLG, and closes in February
- New Professional Leadership Group takes responsibility for projects and high level processes (e.g. business planning and prioritisation)
- PLG to determine how the business planning function is managed

Projects continue in new Organisation operational process

- Projects continue to be managed as they are currently and report monthly to TWG/PLG
- Develop the new PMO function and role (reporting to CEO)

Develop proposal to embed process capability into the organisation

- Coaching staff using worked examples to develop processes as part of role