Appendix A:
MCA PTE integration Planning

Developing an assured integration programme

When developing an assured integration plan for the MCA/ PTE integration, a number of key principles have been put into place to ensure that the integration is not only carried out legally and with minimal unnecessary disruption to the organisations involved but also allows the full benefits of the integration to be realised. These principles have underpinned the establishment of the plan and the integration activities which have been carried out to date. Continuing to follow these principles and the arrangements laid out within this document is crucial to enable the integration to be a success.

What are the key principles that have underpinned the approach to developing the integration programme?

1) Ongoing, robust governance by qualified individuals is the key to success. This governance structure will underpin all integration activities
2) The most senior escalation point (in this case programme board) has a key role to play in making key decisions and ensuring that the most complex risks are being mitigated.
3) The plan which has been put into place is based on best practice from across the public sector. However, in all likelihood activities will move, timelines will change and unforeseen risks will become apparent. The governance structure is there to mitigate these risks and in doing so, will lead to a successful integration
4) The workstream structure should lead to clear accountability throughout the programme. This provides a clear view of ownership of tasks and gives the leadership of the MCA a definitive answer regarding who is responsible for each key task to be carried out
5) The tasks and activities within the plan specifically focus on the integration and preparing the organisation for going live as one new organisation.This plan features design activities which will determine how business as usual is carried out in the new organisation, but should not be confused with business as usual activities

What process has been followed to stand up the programme?

To build on the previous progress that had already taken place across various aspects of the integration programme prior to the formal development of the plan, a number of important activities have taken place to establish structure which will mitigate risk and ensure the success of the integration. The following process has been followed to establish the structure that is now in place:

Confirm and implement the required governance
Drawing on best practice, governance procedures have been implemented to ensure progress is reported on frequently and any key decision points and / or risks are escalated appropriately.

Establishing the workstreams
The seven workstreams that were previously proposed have been streamlined into five. Workstream leads for each of these workstreams have also been identified.

Development of workstream initiation documents
A short initiation document has been developed to outline the work packages, high level activities (will be built on further by workstream leads), the dependencies and current identified risks.

What key features were identified as critical for the programme moving forwards?
Alongside the overarching principles for developing an assured integration programme, best practice has also been applied where possible. Best practice suggests a number of key elements that must be in place to ensure the integration is successful and the full benefits are realised:

Developing a clear programme wide plan

Time has been spent on developing a clear plan for each workstream that outlines the required activities to successfully integrate and the associated milestones.

Implementing clear but efficient governance

Governance should be clear without being onerous, ensuring that decisions are made at the appropriate level and risks are highlighted and resolved quickly.

Clear accountabilities and responsibilities

Activities and tasks need to be outlined and aligned in a logical manner, with key members of the integration programme being clear on their roles and responsibilities.

Establishing the governance for the programme

Vital to the success of any complex integration programme is the establishment of open but robust governance. The structure which has been proposed and implemented for the MCA Integration gives responsibility to workstream leads for the implementation of their workstream. Workstream leads meet at a steering group fortnightly, with a Programme board sitting above them as a final decision making executive body. This will ensure that the programme continues to manage risk effectively, whilst supporting those in key workstream lead positions. The key roles are described in more detail below:

Programme board	Integration steering group	PMO support
To enable the success of the programme, a separate, dedicated monthly management team meeting will meet as the 'Programme Board' with accountability and ownership of the whole integration programme. This board will consist of attendees at director level accountable for the delivery of the programme, acting as an escalation point and making key programme decisions.	Underneath the Programme Board, will sit a group which will be responsible for delivery, constructive challenge and support. This Steering Group will be responsible for the success of, communications around and providing constructive challenge to the integration programme and the individual workstreams within. It is vital that members of this group are able to dedicate sufficient time and resource to driving progress and understanding the challenges that this integration programme will face. This group will meet fortnightly.	The MCA/ SYPTE Integration programme will utilise a very small, central PMO to ensure that there is joined up reporting across the programme, to enable the Programme board and Steering group to receive accurate information, on which to base decisions. All documentation and updates shall be submitted using digital methods, greatly reducing the workload of the PMO.

Developing a consistent approach to risk identification and mitigation

The governance arrangements outlined previously are central to the risk management approach being employed for the MCA integration.The approach defined below aligns with the MCA's existing risk and issue management logs and aims to empower workstream leads to manage risks in an open and collaborative manner.

Using the governance structure to manage risk
The programme risk log will be updated in real time by workstream leads using an online collaboration tool. This enables programme leadership to have a real time view of the risk picture. Key risks will then be actively called out in fortnightly highlight reports and discussed at steering group. Where risks are deemed to be 'red' rated or where steering group requires a decision regarding mitigation this will then be escalated to Programme Board where a formal decision will be made. This structure should give confidence to senior stakeholders that risks are being managed in an honest and transparent manner, with key decisions being taken at the right level to ensure serious integration risks are mitigated against.

Key principles behind the risk management strategy

Risk management will be **transparent and fair,** with risks shared as early as possible.	Emphasising that risks are a **natural part** of complex programmes that are critical to programme success.	Risks will be monitored in **real time** and should be uploaded regularly to the central risk log.	**Highlight reports** are crucial for calling out risks and ensuring they are discussed at steering group.	**Programme board** will be used to make and ratify key decisions associated with risk.

Confirming the workstreams

At the February MCA committee, seven workstreams were proposed to complete the required integration activities. To prevent reporting and governance from becoming time consuming and onerous, a number of changes have taken place that would improve the speed of decision making, reduce the amount of different reporting lines and evenly distribute the workload associated with the integration activities.

Changes since February MCA committee

1. Workstream 1 has been renamed to 'The future organisation and HR' to better reflect the activity around developing the future TOM of the integrated organisation

2. Previous workstream 6 (Programme and Investment) has been added to workstream 1.

3. Previous workstream 7 (Assets) has been combined with workstream 2 to form 'finance and assets'.

4. Previous workstream 4 (branding and comms) has been changed to Communications and marketing. Comms regarding the integration will be developed on a programme wide level but will still be completed by the communications team.

5. Governance for the programme has been implemented, with steering group taking place fortnightly and integration board replacing management board on the last meeting of the month.
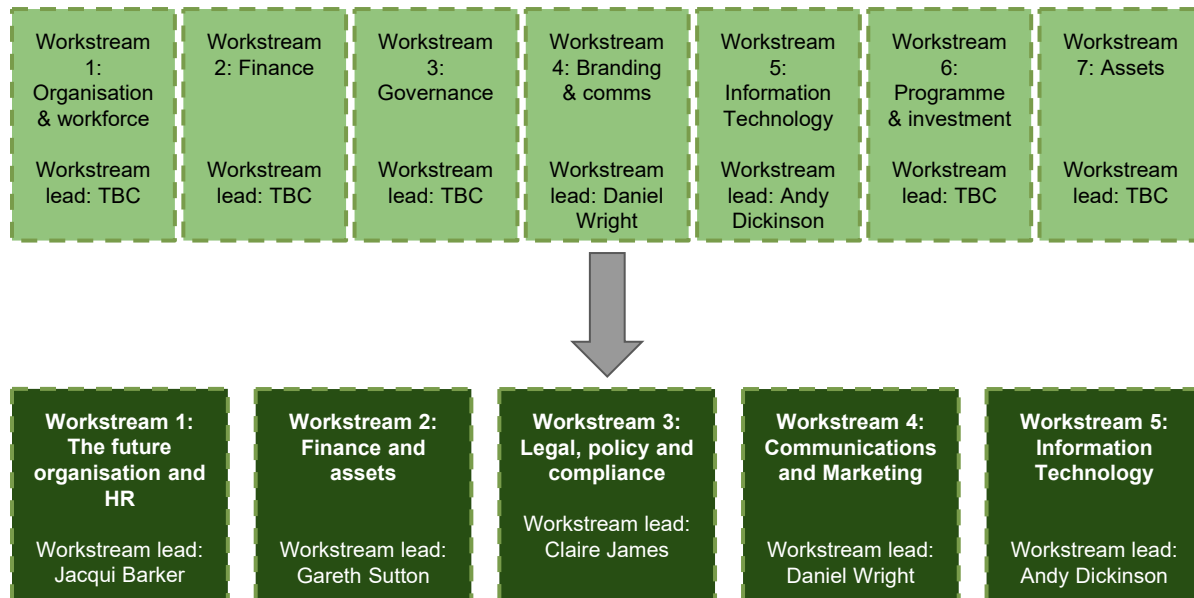

Figure 1 - Old programme structure vs new programme structure

Confirming the scope of each workstream

Following the agreement across senior stakeholders regarding the structure of the wider programme and the consolidation of the previous workstreams, a series of meetings took place to establish:

1. *The scope of the workstream in accordance with the identified work packages*
2. *The high level activities that would need to take place for each of these work packages and the associated milestones for the workstream*

Confirming the scope of each of the integration workstreams
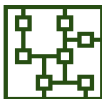
Workstream 1: The future organisation and HR
This workstream is responsible for all activities associated with developing the new ways of working on a day to day basis, including the future operating model.

Workstream 2: Finance and assets
This workstream is responsible for completing all finance related activity as part of the integration. This also includes all activity associated with current assets.

Workstream 3: Legal, policy and compliance
This workstream is responsible for ensuring all the legal elements of the integration are completed correctly, along with the development of new organisational policies.
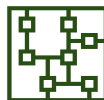
Workstream 4: Communications and marketing
This workstream is responsible for developing the future branding, communications and marketing to support requirements for people, businesses and stakeholders.

Workstream 5: Information technology
This workstream is responsible for making sure all of the technology is successfully integrated and implemented to enable future ways of working.

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Developing the workstream initiation documents

The exact scope of each workstream has been developed through both engagement with senior stakeholders (such as the Chief Executive, Deputy Chief Executive and the Executive Director of the SYPTE) and the proposed workstream leads who will be responsible for the progress of the workstream moving forwards. To kickstart workstream activity, a series of workstream initiation documents have been developed to outline a number of critical elements and summarise the workstream. Key elements include:

1. Scope, work packages and benefits

Workstream summary
This workstream will continue to undertake all activities associated with the branding of the future MCA executive and the relevant external marketing. This will be critical for the future organisation as all relevant stakeholders will need to be aware of the integration and the impact this will have on them.

**What benefit will this workstream achieve and who does it impact the most?**
External stakeholders and key service providers (e.g. Stagecoach) will be impacted by the integration. Measures will need to be taken to ensure the quality of service provision is not impacted, particularly during the integration period. The integration provides a great opportunity to strengthen the future brand of the organisation through a refreshed marketing campaign.

Proposed next steps:
- Develop and confirm the detailed tasks for each of the activities within the workstream plan
- Engage with the workstream leads around the interdependencies

2. High level workstream plan

| April - June 2021 | July - September 2021 | October - December 2021 | January 2022 onwards |
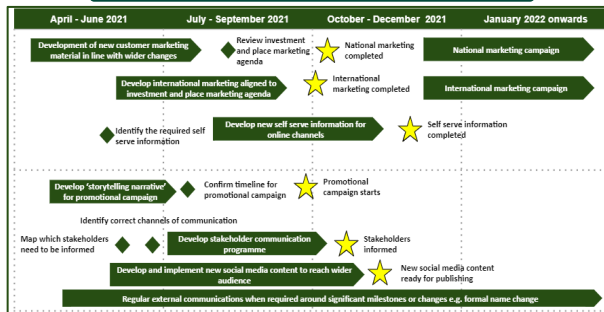
3. Interdependencies, risks and mitigations

Description	Date logged	Resolution date	Owner	RAG
There is a risk that there are different ways of working, expectations and priorities across both organisations which could create some challenges during and after integration	22/04/21	TBC	DW	
There is a risk that there are a lack of SLAs and responsibilities with the web development through Cipti	22/04/21	TBC	DW	
Formal name work package: There is a risk that the public are confused / reject the new name, impacting the rest of the integration.	28/04/21	June MCA	DW	

How these should be built on across the workstreams
It is important to highlight that these workstream initiation documents have been developed to act as a summary for the workstreams. Each PID will be supported with a detailed work plan that outlines the individual activities that will need to take place on a daily or regular basis.