GREATER MANCHESTER
HEALTH AND SOCIAL CARE PARTNERSHIP

Strategic Partnership Board

Date: Friday 26 August 2016
Time: 10:00am – 11:00am
Venue: Council Chamber
Manchester Town Hall
Albert Square
Manchester

Metrolink: Piccadilly Gardens or Market Street Stop
Public Wi-Fi Network: WifiLoveMCR Password: internet (lower case)

AGENDA

1. WELCOME AND INTRODUCTIONS

2. CHAIRS ANNOUNCEMENTS AND URGENT BUSINESS

3. MINUTES – ATTACHED
   To consider the approval of the minutes of the meeting held on 29 July 2016.

4. CHIEF OFFICER REPORT – ATTACHED
   Report of Jon Rouse
5. **PENNINE IMPROVEMENT PLAN**

   Presentation of Sir David Dalton

**DATES OF FUTURE MEETINGS**

<table>
<thead>
<tr>
<th>Date</th>
<th>Time</th>
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<tbody>
<tr>
<td>Friday 30 September 2016</td>
<td>10.00am</td>
<td>Trafford Town Hall</td>
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<td>Friday 28 October 2016</td>
<td>10.00am</td>
<td>Salford Town Hall</td>
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<td>David Wakefield, Jackie Bene</td>
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<td>GM H&amp;SC Partnership Team</td>
<td>Rob Bellingham, Katy Calvin-Thomas, Tim Griffiths, Warren Heppolette, Geoff Little, Rob Meaden, Wendy Meredith, Claire Norman, Jon Rouse, Sarah Senior</td>
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<td>GM Interim Mayor</td>
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<td>Nigel Guest</td>
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SPB 70/16  WELCOME AND APOLOGIES

Apologies were received as follows;
Trish Anderson, Simon Barber, Sir Howard Bernstein, Carol Culley, Gillian Eason, Andrew Foster, Theresa Grant, Donna Hall, Karen James, Su Long, Richard Mundon and Martin Whiting.

SPB 71/16  CHAIRS ANNOUNCEMENTS AND URGENT BUSINESS

The Chair offered thanks to Hamish Stedman for all his work in Greater Manchester and wished him well on his retirement on behalf of the Strategic Partnership Board.

SPB 72/16  MINUTES OF THE MEETING HELD 30 JUNE 2016

The minutes from the meeting held on 30 June 2016 were submitted for consideration.

RESOLVED/-

To approve the minutes of the meeting held on 30 June 2016 as a correct record.

SPB 73/16  GMCA, NHS GM AND SPORT ENGLAND MoU

Steven Pleasant, Lead GM Chief Executive for Health introduced the report which provided an update on the emerging strategic partnership between Sport England and Greater Manchester which would be formalised through a MoU.

Jenny Price, on behalf of Sport England thanked the Partnership Board for the opportunity to be with so many GM Leaders and health partners and welcomed the opportunity to sign the MoU to acknowledge a new chapter in the relationship with Greater Manchester and an adopted shared ambition to utilise sporting opportunities to improve the health of the people in GM.

Members of the Board commented that this MoU is an example of the benefits brought by devolution to Greater Manchester. However, urged that this collective ambition needs to impact all communities and all ages across Greater Manchester if it is to make the required improvements.
RESOLVED/-

To note the report, and the formal signing of the Sport England and Greater Manchester Memorandum of Understanding.

SPB 74/16  CHIEF OFFICER REPORT

Jon Rouse, Chief Officer, Greater Manchester Health and Social Care Partnership, provided an update on the programme of work since the last meeting including a summary of the key work streams. He thanked members of the Board for their warm welcome to Greater Manchester and shared his plans for meeting all partners in their organisations over the next couple of months.

Appointments have been made to his Executive Team: Richard Jones will be the Executive Lead for Social Care; Steve Wilson will be Executive Lead for Finance and Investment; and Nicky O’Connor will be joining the team as Chief Operating Officer. The remaining appointments to be made before September. He expressed his thanks to the team who have been managing the programme in the interim.

The first Transformation Fund awards have been made; Stockport and Salford have had their bids taken through for approval and investment agreements are in the process of being developed with these authorities. There are a number of other bids under development, including Manchester and Tameside & Glossop.

There are also plans to review the operational governance of the Partnership. The GM Strategic Plan was assessed as part of the national STP process, and had performed well. Colleagues from NHS England felt that GM was making good progress with the transition from strategy to delivery.

Appointments have been made to the Pennine Acute Trust Board to ensure the right support has been put in place and to begin drawing up a comprehensive improvement plan.

It was commented that staff at Pennine Acute Trust are going through a period of significant uncertainty and that there should be a clear communications strategy to assuage concerns and offer some clarity to the work that was being undertaken with Trust.

RESOLVED /-

To note the update provided.

SPB 75/16  TRANSFORMATION FUND

Katy Calvin-Thomas, GM Health and Social Care Partnership, introduced a report to the Board which offered an update on progress to award Transformation Funding.
There have been two bids progressed to investment agreement status, and there is continued work with a number of developing bids. The team have a clear pipeline of bids coming forward of the next few months as outlined in the report.

RESOLVED/-

To note the process, next steps and the recommendations agreed by the Strategic Partnership Board Executive on its behalf.

SPB 76/16 TAKING CHARGE – IMPLEMENTATION PLAN

Warren Heppolette, GM Health and Social Care Partnership shared a report which provided details of Greater Manchester’s Implementation Plan that formed part of the GM Strategic Plan submission. This is a live document which is to be reviewed at regular intervals, as such it would be iterative in nature.

RESOLVED/-

To acknowledge the content of the report and agree to receive regular updates in relation to it.

SPB 77/16 TAKING CHARGE STRATEGIC PLAN – GM OUTCOMES FRAMEWORK

Wendy Meredith, GM Health and Social Care Partnership gave the Board an update on the development of GM Outcomes Framework which has included work on all agreed objectives. The report detailed a draft dashboard (appendix 2) and score card example (appendix 3).

The report and its ambitions was welcomed by the Board, however it was commented that there needs to be a simpler public facing version which can be shared with communities to ensure they are engaged in the Plan.

RESOLVED/-

1. To note the development of a draft dashboard to measure the progress towards the outcomes of the GM “Taking Charge” Health and Social Care Plan. Senior leaders are invited to comment on the format so far, and to discuss how this might be used in the governance processes being developed.
2. To note the draft outcomes framework and headline indicator set to be used in a dashboard and scorecard. This was designed to balance breadth with coverage of key areas.
3. To note that this work has been discussed at a GM task and finish group (lead by New Economy) to align outcomes frameworks for the Greater Manchester Strategy, Health and Social Care, Work and Skills, PSR and Life Chances work streams.
SPB 78/16 URGENT CARE TASKFORCE – DELIVERY AND TRANSFORMATION

Warren Heppolette, GM Health and Social Care Partnership shared a briefing with the Board which described the next steps following discussions with stakeholders regarding improvements to the urgent and emergency care system.

Urgent care is a national priority and across Greater Manchester. An Emergency Care Task Force is to be established to look at its key challenges included connecting primary care provision, ensuring reliable discharge and to develop solutions beyond any current system.

The Task Force will come together over the next couple of weeks and comprise of nominated membership from across the system.

The Board welcomed the opportunity to tackle the issues around emergency care and the establishment of the Task Force but urged that its composition is considered to ensure the balance of clinical and non-clinical representation. Jon Rouse offered to reflect on the balance of membership and leadership of the Task Force.

It was also commented that this work needs to get underway as soon as possible to make rapid improvements in Emergency and Urgent Care.

RESOLVED/-

1. Jon Rouse to reflect on the balance of membership and leadership of the Emergency Care Task Force.
2. To support the proposals for an Urgent and Emergency Care Task Force to undertake the work as outlined in the report.
3. To support the proposals for four senior officers to establish and lead the Task Force.

SPB 79/16 MANCHESTER MENTAL HEALTH & SOCIAL CARE TRUST

Warren Heppolette, GM Health and Social Care Partnership took Board members through a report which proposed to transfer services provided by Manchester Mental Health and Social Care Trust to a specialist Mental Health Foundation Trust within the Greater Manchester footprint. These proposals have been designed to improve the long term sustainability for Mental Health services across GM, with ambitions lined up to the Strategic Plan.

It was commented that the language used in the report should be more focussed on improving care and focussed around the person. The Board felt that this was a huge priority for GM as the failures in the system were evident.
RESOLVED/-

To note the report.

SPB 80/16  JOINT COMMISSIONING BOARD UPDATE

Rob Bellingham, GM Health and Social Care Partnership gave an update on the most recent meeting of the Shadow Joint Commissioning Board and proposed a format for regular update reports to the Strategic Partnership Board.

RESOLVED/-

1. To note the update on the meeting of the Shadow Joint Commissioning Board held 8 July 2016.
2. To approve the proposed format for regular updates to the Board on the activities and progress of the Shadow Joint Commissioning Board.

SPB 81/16  DEVELOPMENT OF INTEGRATED CARE FUNCTIONS – TRAFFORD

Nigel Guest and Gina Lawrence took the Board through a presentation on Trafford’s Locality Plan. It had been built upon a close working relationship across all partners and links to providers across Greater Manchester.

Sean Anstee, Leader of Trafford Council re-iterated that Trafford are fortunate to have a unique approach supported by the right decisions taken at the right levels which had been key to taking forward the shared ambitions. The Council and CCGs have moved from organisational thinking, to a people based approach which is testament to a long standing successful Trafford Partnership.

Members of the Board welcomed the Plan and description of its uniqueness but urged that alignment with services across GM was important to ensure wider objectives can be met with all partners working together.

RESOLVED/-

To note the presentation.

NEXT MEETING DATES

Future meetings of the Strategic Partnership Board are arranged as follows:

Friday 26 August 2016
Friday 30 September 2016
Friday 28 October 2016
Friday 25 November 2016
Friday 16 December 2016
Friday 27 January 2017
Friday 24 February 2017
Friday 31 March 2017
Friday 28 April 2017
Friday 26 May 2017
Friday 30 June 2017
1. **Key Messages for August**

2. Transformation Programmes 1-5

3. Cross Cutting Themes

4. Finance

5. Communications and Engagement
Key Messages

• Chief Operating Officer – Nicky O’Connor, Executive lead Investment and Finance – Steve Wilson will take up their posts within the Partnership Team on 1st October 2016. Dr Richard Preece will take up the post of Executive lead Quality. The process to recruit to the Executive Lead posts of Population Health and Commissioning and Strategy and System Development will continue in September. Richard Jones will take up the post of Executive Director of Adult Social Care and Tim Griffiths will take up the post of Assistant Director for Adult Social care from September.

• Transformation Fund (TF) Investment Agreements and monitoring / outcome metrics continue to be progressed with Salford and Stockport and work continues to finalise next steps with Tameside and Glossop and Manchester localities.

• The HSC Partnership Team are reviewing the TF process in light of the first wave or proposals and next steps will be communicated through the GM governance.

• The HSC Partnership Team has compiled a list of all requirements for external support and continues to work with NHS England to progress those requirements in terms of agreeing funding and undertaking the procurement to support the development of key GM themes and programmes.

• The next Greater Manchester and NHS England quarterly assurance meeting will take place on 27th September. Following the first meeting in July, it was agreed that an approach would be developed during 2016/17 to reflect that GM is working on a place basis. Key topic areas for discussion in September will be quality of care, improving outcomes, financial sustainability and leadership, delivery of the Accident and Emergency (A&E) waiting time target, improvement plan for access to talking therapies, update on the position at PAHT, the year-end forecast financial position, improving health outcomes and health inequalities and overall GM STP progress.

• A detailed update on the work of the Partnership in relation to Pennine Acute will be provided to the Partnership Board this month.
1. Key Messages for August

2. Transformation Programmes 1-5

3. Cross Cutting Themes

4. Finance

5. Communications and Engagement
Transformation Programme 1: Radical Upgrade in Population Health Prevention

SRO/Director: Wendy Meredith
Date: 17 August 2016

Overall RAG: A

Headlines

Progress Update:

- A commissioning options appraisal is being undertaken to implement the GM Early Years (EY) strategy, this will connect to emerging GM and locality implementation and investment plans.
- GM awaits confirmation from the national Joint Work and Health Unit on whether we have been successful in our recent expression of interest to access the new health and work Innovation Fund which is aiming to test and evaluate new ways of working across health and employment services. Meanwhile further sessions have took place to develop the new work and health programme including a first meeting with the GM CCG Planned Care leads to understand how the programme can connect in and complement existing locally commissioned Musculoskeletal services.
- Further engagement has taken place with localities around the ageing well agenda including a session with SROs to discuss the various proposals which require further work up and locality input, these include falls, housing & health and nutrition & hydration.
- A time-limited task and finish group has been established in relation to Public Health Commissioning which will undertake specific work to develop a whole systems approach to Public Health commissioning.
- Work has taken place over the past month as part of the prevention elements of the GM Cancer Vanguard. This includes:
  1. Behavioural insights literature review completed for breast, bowel and cervical cancer to inform randomised control due to be launched in September 2016
  2. Provider commissioned to deliver qualitative research into GM audience to inform major social marketing campaign running in 2017 in conjunction with PHE and CRUK to support an increase in bowel cancer screening uptake rates.

Upcoming Programme Activities:

- Working closely with GM Connect to develop an investible IM&T proposition to free up EYs resources, invest intelligently and evaluate impact.
- For the work and health programme a Pre Qualification Questionnaire will be published in September providing a broad overview of the programme for potential providers.
- A first meeting to look at Housing and Health will take place on the 18th August, this will attempt to bring together several pieces of work currently in train such as fuel poverty.
- Improving breast screening uptake trial is due to commence with invite letters to be sent out shortly
- Provider to be commissioned to deliver health equity audits across 7 cancer screening programmes regarding bowel and breast to help identify barriers to future screening programmes
- Working up proposals with NESTA regarding a GM programme to scale up person-centred and asset-based approaches

Key Milestones

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<tr>
<td>April/May 2016</td>
<td>Sept 2016</td>
<td>Joint Commissioning Board - Decision on proposals and recommendations for the GM Dementia United Programme</td>
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<td>June 2016</td>
<td>Sept 2016</td>
<td>Joint Commissioning Board - Commissioning for Reform Progress Report for Theme 1</td>
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Transformation Programme 2: Transforming Community Based Care & Support

SRO/Director: Rob Bellingham
Date: 17 August 2016

Overall RAG

Headlines

Progress Update:
• Focused work on alignment between themes 1, 2 and 3 to understand the impact of LCOs on acute activity. A call for evidence to localities to submit service intentions regarding activity shifts from acute providers into the community (to be presented to SRO group 25/08/16).
• The first meeting of the PSR & H&SC task and finish group took place (25/07/16) to align the GM transformation themes and LCO developments within the wider Public Sector Reform (PSR) and place based integration. Representation includes PSR, H&SC, housing, voluntary sector and wider public services.
• Activity within theme 2 is beginning to support the exchange of good practice that is emerging from localities, ensuring consistency in terms of breadth and depth of theme 2 plans
• Work has commenced between the H&SC Partnership, GM ADASS, NW employers and AQuA to shape the GM collaborative effort to embed asset based approaches into OD work across GM, supporting the integration of H&SC.
• Appointment of Richard Jones as the new Executive Director of Adult Social Care, GM Health & Social Care Partnership
• Appointment of Tim Griffiths as the new Assistant Director for Adult Social Care who will be leading on the delivery of the Adult Social Care Transformation Programme
• Establishment of draft programme governance for transformation theme 2

Upcoming Programme Activities:
• Establishment of a group led by GM ADASS to develop the GM discharge framework with wide representation including local authority, primary care, community and acute services
• PSR & H&SC task & finish group to request a call for evidence to localities. A workshop is planned for 11/16 to deep dive into ‘what good looks like’ to build an evidence base to inform optimum models of care delivery
• A design group is being established to develop the work to embed asset based approaches and culture in OD and LCO development. Activity will focus on four key areas: system readiness, starting the work, share and spread and sustainable support
• GM Primary Care Strategy to be presented to the Strategic Partnership Board for ratification in September 2016
• Completion of review of 7 day access including service provision and cost of service. NHS England (national) to advise on additional funding for GM to support the delivery of the new service specification for 7 day access
• Completion of review of GM Primary Care Medical Standards. Follow up meeting scheduled for September 2016.
• In response to the Commissioning for Reform strategy & transformation agenda, Local Professional Networks (LPNs) for dental, optometry and pharmacy are reviewing their individual strategies, to be completed by 30/11/16.

Key Milestones

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<td>June 2016</td>
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<td>Ratification of the Primary Care Strategy at Strategic Partnership Board</td>
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<td>June 2016</td>
<td>30 Sept 2016</td>
<td>Roadmap for delivery of primary care at scale</td>
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<td>July 2016</td>
<td>30 Nov 2016</td>
<td>Primary care standards for dental, optometry and pharmacy presented to JCB working group</td>
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### Progress Update:

- **The Healthier Together Stage 2a Reviews** (presenting the model of care) have taken place in all sectors, following which feedback has been given and guidance for Stage 2b Reviews (follow up of 2a review and presentation of the medical model of care) has been issued.
- Further within Healthier Together the NWAS audit, which was required to decide on the most appropriate tool for the movement of patients to the most appropriate site for their needs, has been completed and next steps are being identified. In addition the sectors have been supported in completing the financial template prior to Business Case development.
- The North East Sector workstream is managing the NES Oversight Group. This aims to achieve strategic alignment between CCGs, Local Authorities and Acute Providers for a joined up commissioning function, more coherent locality plans (and Transformation Fund bids) and a clear view of the PAHT’s future provision. The work with the PAHT Improvement Board, which is stabilising fragile services at PAHT, has provided alignment between the short term improvement work and this longer term planning. The focus this month has been on the challenges raised through the PAHT CQC report/Improvement Board and agreeing a methodology to move the coherent commissioning approach forwards.
- The transformation of specialised services is continuing at pace; the final steps of the procurement process for OG and Urology cancer are underway following the completion of the co-design phase and a second wave of projects are being initiated.

### Upcoming Programme Activities:

- Theme 3 Clinical Reference Group to make a clinical evidence-based recommendation on which services should be prioritised for the next phase of work; to be discussed and agreed at the Theme 3 Steering Group on the 24th August.
- Healthier Together held a clinical sharing event on the 18th August. The purpose was for sectors to share their work to develop their local patient pathways to enable innovation and best practice to be shared across GM, and common challenges and issues to be resolved collectively.
- The NES Oversight Group set up a working group for progressing an agreed work plan, including: commissioning, finance & activity plans, out of hospital care, acute care and governance.
- Theme 3 has a meeting with Lord Peter Smith on 30th August to provide a progress update.

### Key Milestones

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<td>18 August 2016</td>
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<td>Theme 3 presentation as part of the Healthier Together Clinical Sharing Event</td>
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<td>19 August 2016</td>
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<td>Clinical Reference Group meeting to make recommendation on clinical priorities for next phase of work</td>
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<td>24 August 2016</td>
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<td>Steering Group meeting to review CRG recommendation and provider priorities to decide phasing of work</td>
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<td>30 August 2016</td>
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<td>Theme 3 to provide progress update to Lord Peter Smith</td>
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**Transformation Programme 4: Standardising Clinical Support and Corporate Functions**

**SRO/Director:** Sarah Senior  
**Date:** 17 August 2016

### Headlines

#### Progress Update:
- A business case has been prepared for NHSE to approve spend of £0.3m on external consultancy in order to undertake the data collection / analysis / options identifications phases of the Corporate Functions and Pathology projects at pace.
- A further business case that covers all of the project seed funding that Theme 4 currently requires from the Transformation Fund is also in preparation.
- The Corporate Functions project has issued a communication to all NHS Trusts and CCGs to inform them of the plans to conduct a ‘baseline function’ of the services provided across Greater Manchester.
- A paper is being prepared for the Reform Board and Wider Leadership Team to explain the approach of the Corporate Functions project and gain commitment to participating in the ‘baseline assessment’.
- The Radiology project working group has held its first meeting to design the data collection it will carry out in order to understand current provision and to identify opportunities for collaboration.

### Upcoming Programme Activities:
- Form and convene T4 Programme Board (subject to agreement of the governance structure).
- Identify and secure the development funding required to develop the projects’ initial plans.
- Continue working with the projects to assist the creation of their governance structure and define their deliverables and milestones.
- Finalise how the Corporate Functions ‘baseline assessment’ will be carried out and by whom.
- The Hospital Pharmacy project is holding an all day workshop to develop an outline for a Greater Manchester Hospital Pharmacy Strategy and define key milestones for the next 12 – 18 months.
- The Hospital Pharmacy strategy is scheduled to be presented to the GM Provider Director of Finance group early in October.

### Key Milestones

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<td>31 May 2016</td>
<td>31 August 2016</td>
<td>Finalise Theme governance structure</td>
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<td>2 Sept 2016</td>
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<td>Chief Pharmacists Strategy development session</td>
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<td>Corporate Functions report submitted to Reform Board / Wider Leadership Team</td>
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Progress Update:

- Schedule of monthly meetings established with Trade Unions and Rules of engagement drafted for discussion.
- Established Executive Oversight Group and Delivery Group to manage post bursary nursing/AHP issues. Funding from HEE for new PMO to deliver implementation plan for post bursary issues.
- Letter to Locality SRO’s to request workforce delivery plans, establishment of LWTG and how H&SC team can support their work.
- Requested production of first draft of Locality Workforce Strategy plans by 15th September.
- LA Lead for Workforce is Carolyn Wilkins. CEX Acute Lead for workforce is Andrew Foster. Lead CCG Chief Officer is Susan Long.

Upcoming Programme Activities:

- Undertaking review of MoU with Health Education England (HEE) & Skills for Care and other key stakeholders.
- Developing plans to address key workforce pressures – ED, Middle grade Drs, Nursing & Social Work.
- Meeting with New Economy and HEE to determine development of GM approach for delivering a GM Apprenticeship programmes.
- Further discussion with HR community regarding development of GM OD strategy and cultural readiness assessment.
- Meetings with Tameside/Stockport/Salford to review their progress and consider how to extend this to other Localities.
- Scoping out workforce elements of shared services workstream.
- Identify emerging workforce requirements from Transformation themes, Cross Cutting themes and Healthier Together to align with overarching strategy.
- Develop proposal to establish GM Workforce & Education Group (new LWEG).

Key Milestones

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<tr>
<th>Baseline Date</th>
<th>Forecast Date</th>
<th>Description</th>
<th>RAG</th>
</tr>
</thead>
<tbody>
<tr>
<td>4 May 2016</td>
<td>30 Sept 2016</td>
<td>First meetings of Locality Workforce Transformation Groups taken place</td>
<td>A</td>
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<tr>
<td>4 May 2016</td>
<td>30 Sept 2016</td>
<td>MoU with HEE and Skills for Care under review in conjunction with key stakeholders</td>
<td>A</td>
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</tbody>
</table>
SRO/Director: Geoff Little / Vicky Sharrock
Date: 17 August 2016

Overall RAG

### Headlines

#### Progress Update:
- IM&T strategy and overarching approach to funding opportunities and capacity requirements agreed by SPBE
- Individual priority projects identified. Further work required to develop detailed implementation plans
- MoU with NHS Digital being developed as a vehicle to access funding for GM through the National IM&T Driving Digital Maturity Programme
- HSC Information Sharing Governance workshop held 8th July to set leadership direction on information sharing in GM
- Identified alignment of GM and IM&T programme with National Improvement Board priorities
- Salford Royal FT and Stockport FT invited by NHS E to submit expressions of interest to become Global Centre of Digital Excellence. Upto £10 million funding per organisation available if submissions are successful
- LA Lead for IM&T is Steven Pleasant. CEX Acute Lead for IM&T is David Dalton. Lead CCG Chief Officer is Stuart North

#### Upcoming Programme Activities:
- Development of detailed financial and benefits analysis to be completed
- Development of MoU for submission for National Driving Digital Maturity programme funding ready for sign off via GM governance route throughout August & September
- IM&T Core Group 24th August
- IM&T Leaders Group 16th August
- Engagement Session on DataWell with IM&T Community on 24th August
- Engagement session with GM IM&T Clinical Reference Group on 28th September

### Key Milestones

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<tbody>
<tr>
<td>11 August 2016</td>
<td>11 August 2016</td>
<td>Report to SPBE regarding progress on GM accessing national digital capital funding.</td>
<td>A</td>
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<tr>
<td>1 Sept 2016</td>
<td>1 Sept 2016</td>
<td>Final MOU to be submitted to Department of Health</td>
<td>A</td>
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<tr>
<td>30 Sept 2016</td>
<td>30 Sept 2016</td>
<td>Report on MoU to Strategic Partnership Board</td>
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</table>
### Headlines

**Progress Update:**

- The national MOU and GM MOUs have been agreed with DH and together with a template report have been issued to GM Public Sector organisations for approval.
- Estates Support Business case finalised with NHS E alongside other support requirements.
- Capital Financing Strategy for Estates (Commercial Investment Model): GM is developing a model to clarify and articulate the options available to fund capital developments in GM.
- GM Pipeline of Capital Projects – GM working group established and working closely with GM DoFs to develop the a pipeline of projects. First draft completed end of July 2016.
- GM Estates Database – Project Group established and links established with New Economy and GM connect. The New Economy Land Commission Database to be the main platform with SHAPE, EPIMS, LA and Partner databases feeding into this central platform. Group working to agree Protocols and process to achieve this. Funding secured from CHP to work with SEG to collate data on the Shape Dashboard ready to load on the central database.
- Funding secured from CHP for interim estates support to assist SEGs implement Estates Plans and develop Locality plans. Funding available for 6 months until end Sept. Additional bid to be submitted to continue funding until March 2017. GM Estates Delivery Team & Virtual Team is in place, meeting monthly and a Programme Management reporting in place.
- LA Lead for Estates is Eamonn Boylan. Ann Barnes is NHS Trust Lead for Estates. Lead CCG Chief Officer is Simon Wootton.

**Upcoming Programme Activities:**

- Commence procurement of Estates support.
- Support development of Locality Plans - via the GM Strategic Estates Groups and provision of additional Estates Capacity and expertise.
- Support the development of OPE 4 Submissions and Transformation Fund Bids for September
- Finalise work on Capital Financing Strategy for Estates (Commercial investment model) on capital funding options
- Progress with NHS Property Services review of NHS Offices across GM – Report into estates Board in August
- Capital pipeline spreadsheet to be presented to Estates Board on 22/08/2016
- MOU working Groups: (1) NHS capital receipt and housing targets (2) Capital Resource Limits & Business case approval meetings organised for August

### Key Milestones

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<tr>
<td>31 July 2016</td>
<td>30 Sept 2016</td>
<td>GM MOU – To be approval by individual organisations. Date has slipped but MOUs are now agreed.</td>
<td>A</td>
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<tr>
<td>31 May 2016</td>
<td>30 August 2016</td>
<td>Tender for Estates support – Locality Plan development &amp; implementation</td>
<td>A</td>
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Headlines

Progress Update:
• Consideration being given as to how the NHS Improvement national Cost Transformation Programme can be implemented across GM. From 2018, it will be mandatory for all acute Trusts to cost at a patient level and the transformation programme is supporting all Trusts to be able to do this. Further roll out is planned by 2020 to community and MH Trusts. Consideration will need to be given as to how GM will meet the mandated requirement, but also ensure that costs across the health and social care system are understood at the patient / resident level, not just costs of acute care.
• External support is still being pursued through the NHS England procurement process.
• Template to undertake baseline exercise across all 37 organisations to understand current contracting and payment approaches and activity information systems developed and tested to ensure relevant and appropriate.

Key Milestones

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<tbody>
<tr>
<td>June 2016</td>
<td>Aug 2016</td>
<td>Undertake baseline exercise across GM organisations on current contracting and payment approaches</td>
<td>A</td>
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<tr>
<td>March 2016</td>
<td>July 2016</td>
<td>Procure external support to the work.</td>
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<tr>
<td>Non set</td>
<td>Sept 2016</td>
<td>Develop Programme plan for the next 2-3 years</td>
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</table>

Upcoming Programme Activities:
• Procure and direct external support
• Undertake baseline exercise across all 37 GM organisations to understand current contracting and payment approaches to deliver new models of care
• Understand the impact of the forthcoming 2017/18 planning round.
Transformation Programme 5: Enabling Better Care: Commissioning

SRO/Director: Rob Bellingham  
Date: 17 August 2016

Overall RAG: G

Headlines

Progress Update:

- Joint Commissioning Board Working Group (JCBWG) paper on principles of organisational collaboration approved by JCB on 8 July 2016. Document circulated to system partner groups.
- Engagement with NICE via JCB Executive Group to support effective engagement in GM commissioning agenda.
- Joint Commissioning Criteria paper being updated with input from HoC and LA leads – for presentation at JCB on 2 September.
- Summary of public comments on Commissioning Strategy shared with commissioning leads and to be presented to JCB on 2 September.
- JCB approval of headline governance arrangements and process for triggering establishment of JCB as a formal joint committee.
- Alignment of Commissioning Strategy and Taking Charge Implementation Plan continues with transformation theme and programme leads.

Upcoming Programme Activities:

- First draft of paper on Commissioning Co-Design principles to be taken to JCB Executive Group on 17 August.
- Development of Social Value proposal. Update to be taken to JCB Executive Group (EG) on 17 August.
- JCB EG sponsoring work to develop innovative responses and investment propositions via the Health and Work Programme.
- Task & Finish Group to be established to explore options and approach towards development of a GM Standards Board.
- Update on progress of development of Dementia United programme to go to JCB executive on 17 August.

Key Milestones

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<tr>
<td>17 August 2016</td>
<td>17 August 2016</td>
<td>Presentation of progress update on Dementia United programme to JCB Exec Group</td>
<td>G</td>
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<tr>
<td>17 August 2016</td>
<td>17 August 2016</td>
<td>Paper outlining GM Commissioning timeline, with key service areas to be presented to JCB Exec Group</td>
<td>G</td>
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<td>2 Sept 2016</td>
<td>2 Sept 2016</td>
<td>Mental Health Commissioning Programme update to be presented to JCB</td>
<td>G</td>
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<td>2 Sept 2016</td>
<td>2 Sept 2016</td>
<td>Primary Care Strategy update to be presented to JCB</td>
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<tr>
<td>1</td>
<td>Key Messages for August</td>
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<td>2</td>
<td>Transformation Programmes 1-5</td>
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<td>3</td>
<td>Cross Cutting Themes</td>
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<td>4</td>
<td>Finance</td>
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<td>5</td>
<td>Communications and Engagement</td>
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</table>
Cross-cutting Themes: Cancer (including GM Cancer Vanguard)

Headlines

Progress Update:
• Both Manchester Cancer Provider Board and GM Cancer Commissioning Board have taken decision to formally dissolve these boards as part of the establishment of the integrated Greater Manchester Cancer System Board, first meeting planned for 23 Sept 2016.
• The GM Cancer Vanguard is accountable to both the GM Cancer System Board and to NHSE New Care Models Team.
  • National Oversight Group meeting will take place on 21 Sept prior to NHSE Q2 Review of the National Cancer Vanguard 30 Sept.
  • The Cancer Vanguard has received formal notification of the allocated funding from NHSE along with a number of conditions associated with the release of funds on a quarterly basis. Clarification on process for Year 2 funding has been sought.
  • The three Cancer Vanguard partners (The Christie, UCLH and Royal Marsden Partners) are working jointly with the Pharma industry to identify a number of projects that are innovative and can be delivered at pace. The response to the ‘Pharma Challenge’ has been substantial with approximately 40 proposals received and evaluated. Four projects have been taken forward to the next stage, whilst a further 4 proposals being considered on 23 Aug.
  • Vanguard project PIDs defining aims, benefits, key milestones, outputs and outcomes for each project are being approved by the Steering Group. A Delivery Plan developed showing key milestones for all projects for 2016/2017.
• Appointments have made to key finance and commissioning posts to support System Architecture workstream.

Upcoming Programme Activities:
• Inaugural meeting of the new GM Cancer Board in Sept.
• Development of Medicines Optimisation project plans with further meeting to review additional proposals to taking place on 23 Aug.
• Assessment of current initiatives and activities across the region.
• The 3 national vanguard partners are preparing to host a stand in the New Care Models Zone of the Health and Care Innovation EXPO 2016, which takes place 7/8 Sept in Manchester.

Key Milestones

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<tbody>
<tr>
<td>Sept 2016</td>
<td>Sept 2016</td>
<td>Developing rapid cancer investigation units project - pilot sites confirmed</td>
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<tr>
<td>Sept 2016</td>
<td>Sept 2016</td>
<td>New aftercare pathway model for breast cancer defined and agreed by Manchester Cancer Pathway Board.</td>
<td>G</td>
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<tr>
<td>Sept 2016</td>
<td>Sept 2016</td>
<td>Describe case for change for commissioning, contracting and finance (system architecture project)</td>
<td>G</td>
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</table>
Cross-cutting Themes: Children’s

SRO/Director: Charlotte Ramsden / Jim Taylor  
Date: 17 August 2016  
Overall RAG: A

### Headlines

#### Progress Update:

**GENERAL**
- Ongoing discussions with DfE around likely level of funding to support the review and process for getting agreement from Ministers.
- Discussions with Health Innovation Manchester around developing stronger links with Social Care.

**INTEGRATED HEALTH AND EARLY HELP**
- Draft GM Early Help Strategy still out for consultation with DCSs.
- Update on Children’s review at GM Mental health implementation board with endorsement of early intervention for improving children & young people's well being.

**EARLY YEARS (EY)**
- Paper on opportunities offered by GM Connect to EY programme presented to Early Years Executive with endorsement for high level proposals.
- Commissioning options appraisal is being undertaken to implement the GM Early Years strategy including what may be commissioned at GM level.

#### Upcoming Programme Activities:

**GENERAL**
- Confirm funding available from DfE to support implementation and likely timescales for GM to receive funding.
- Explore potential options for additional funding to implementation of particular elements of the Children’s Review e.g. role of GM Life Chances Fund in Early help/Early Years.

**INTEGRATED HEALTH AND EARLY HELP**
- Develop plan for wider consultation on draft GM Early Help Strategy.

**EARLY YEARS**
- More detailed options paper around investible GM Connect IM&T proposition to free up EYs resources, invest intelligently and evaluate impact to be developed ahead of October Start Well Exec.

**WORKFORCE DEVELOPMENT**
- Output from cross Children’s/Adults/Health workshop to be fed into newly formed GM Workforce Development Executive.

### Key Milestones

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<tr>
<td>Sept 2016</td>
<td>Sept 2016</td>
<td>Likely decision on level of funding allocated to GM to support implementation of Children’s proposals</td>
<td>G</td>
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</tbody>
</table>
Cross-cutting Themes: Learning Disabilities

SRO/Director: Teresa Grant / Caroline Kurjeza
Date: 17 August 2016

Headlines

Progress Update:

• Positive progress has been made against patient discharges, which is now making a real difference to individuals/families, as people getting/staying out and not being replaced by new patients. GM is meeting the trajectory against reduced reliance on inappropriate hospital models
• Market development and provider work-stream meeting met on 19th July
• Workforce development work stream meeting 28th July
• GM Fast-track finance sub-group meeting set up for August
• Paper on alignment of GM LD work streams signed off at GM LD Fast-track Board
• Pre-consultation document on ‘Proposed Redesign of Learning Disability Services in the Northwest’ circulated for comments and input
• LD Mortality Review key contacts request to LA and CCGs

Upcoming Programme Activities:

• GM LD Programme alignment meeting with GM ADASS
• Launch of the public consultation on ‘Proposed Redesign of Learning Disability Services in the Northwest’
• LD Crisis Care Pathway clinical reference group meeting 5th Sept
• Kick of meeting for research project on CYP with LD 7th Sept
• GM LD Mortality Review Steering Group 12th September
• Care and Treatment Review event 14th September
• Early intervention and prevention work stream 19th September
• NW Autism event 22nd September
• GM LD Fast-Track Board meeting 23rd September

Key Milestones

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<tbody>
<tr>
<td>August 2016</td>
<td>Sept 2016</td>
<td>GM Fast-track Board sign off proposal to align GM LD work streams</td>
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<tr>
<td>August 2016</td>
<td>Sept 2016</td>
<td>Public Consultation on the Proposed Redesign of Learning Disability Services in the Northwest</td>
<td>A</td>
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<tr>
<td>August 2016</td>
<td>Sept 2016</td>
<td>Outcome of bid for extra transformation monies expected</td>
<td>A</td>
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</tbody>
</table>
Cross-cutting Themes: Mental Health

**SRO/Director:** Warren Heppolette  
**Date:** 17 August 2016

**Headlines**

**Progress Update:**
- Implementation governance agreed for the Mental Health Strategy
- Implementation Executive established with independent chair (Steven Michael)
- Draft GM communication and engagement strategy developed and being discussed at the GM Mental Health Partnership Board on 25 July
- Strategic Initiatives within the strategy allocated to individual responsible groups and implementation planning process underway
- Engagement session with localities undertaken through the GM SROs Group

**Upcoming Programme Activities:**
- Capacity requirements for the delivery of the priorities within the strategy to be identified
- Process for developing an investable proposition to the GM Transformation Plan to be established
- Monitoring and progress reporting process to be developed and adopted
- Establishment of a user / carer representative group
- Desk top impact assessment to be completed
- Faith and community conference to be held
- Delivery of the initial priority actions highlighted within the strategy by January

**Key Milestones**

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<th>Baseline Date</th>
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<tbody>
<tr>
<td>January 2017</td>
<td>January 2017</td>
<td>Investable Proposition to the GM Transformation Fund (dates to be reviewed following detailed implementation plans being developed)</td>
<td>A</td>
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<tr>
<td>January 2017</td>
<td>January 2017</td>
<td>Delivery of the initial priority actions highlighted within the strategy</td>
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</tbody>
</table>
1. Key Messages for August
2. Transformation Programmes 1-5
3. Cross Cutting Themes
4. Finance
5. Communications and Engagement
**Finance**

**SRO/Director:** Sarah Senior  
**Date:** 17 August 2016

### Headlines

**Progress Update:**

**LOCALITY FINANCIAL PLANS:** The central Partnership team has provided continuing support to localities to develop their plans to become investment ready. Full bottom-up financial modelling from a locality starting position has not been concluded; external support is required to complete this.

**TRANSFORMATION FUND:** Investment Agreements and monitoring/outcome metrics continue to be progressed with localities in order to be agreed, signed and funding issued. Additional financial information has been requested from Manchester locality on their submission.

**CAPITAL:** The FEG commissioned a piece of work to understand the GM-wide capital requirements and potential funding streams over the next 5 years. Recommendations from this work include the formation of a capital oversight group, establishment of clear business rules and criteria for decision making, and consideration of an annual planning cycle with the identification of capital risks.

**PROCUREMENT:** Following the issue of a procedural process for the procurement of consultancy support, two business cases have been submitted to the NHSE pipeline. All other anticipated consultancy spend is being co-ordinated centrally by the GMH&SCP team in order to monitor submissions and support their progress through the NHSE system.

**GMH&SC PARTNERSHIP BUDGET:** Resource requirements for the second half of 2016/17 and recurrently is in the process of being identified along with options for recurrent funding.

### Upcoming Programme Activities:

- A second series of feedback meetings to be held with localities to discuss feedback and readiness for the next round of TFund submissions.

- Investment Agreements due to be finalised and signed off by localities and the GMH&SCP Chief Officer w/c 22/08/16.

- A paper summarising these recommendations will be taken to the SPBE.

- Consultancy requirements will be summarised in a paper for consideration by SPBE.

- A paper will be presented to SPBE reflecting 2016/17 and 2017/18 requirements and funding options.

### Key Milestones

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<tr>
<td>End July 2016</td>
<td>August 2016</td>
<td>Completion of Investment Agreement with localities allocated funding from the TFund</td>
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<tr>
<td>End August 2016</td>
<td>End August 2016</td>
<td>Consultation and agreement of locality rolls-up for remaining six localities</td>
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</tbody>
</table>
1. Key Messages for August

2. Transformation Programmes 1-5

3. Cross Cutting Themes

4. Finance

5. Communications and Engagement
Communications and Engagement

SRO/Director: Warren Heppolette
Date: 17 August 2016

Overall RAG: G

Headlines

Progress Update:

- MOU with Sport England – photocall and stakeholder launch at SPB
- Four new director appointments announced
- Developing NHS Expo presence in September – plenary main stage session and support for a number of pop up universities (workshops)
- Evaluation and results of Getting GM Active campaign
- Met with Manchester LGBT Foundation and offering support on Pride in Practice
- Development of GM winter campaign – waiting decision on pooled funding agreement
- Media Release on Greater Manchester Pharmacy Local Professional Network becoming more dementia-friendly
- PAHT improvement support continuing
- Media support around Manchester mental health acquisition and CQC reports
- Joint GMCA/NHS heads of comms meeting
- Launch of consultation on redesign of NW learning disability services
- Communications Strategy ready to be shared for views
- Engagement framework drafted and ready to be shared for views

Upcoming Programme Activities

- Expo at Manchester central – 7-8 September
- Primary Care due to be launched
- Launch of Manchester Cancer Board – comms to support
- Datawell Pilot Launch
- Supporting Manchester LGBT Foundation to produce a film to improve relationships between GPs and LGBT communities
- MEN and HSJ Interviews with Jon Rouse – others tbc
- Presentation of comms and engagement strategies to SPBE and SPB

Key Milestones

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<tr>
<td>March 2016</td>
<td>Sept 2016</td>
<td>Taking Charge Together campaign completed, full results published and next steps re recommendations agreed</td>
<td>A</td>
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<tr>
<td>March 2016</td>
<td>Nov 2016</td>
<td>Development of governance arrangements under MOU allow for focused GM approach to physical inactivity</td>
<td>A</td>
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<tr>
<td>July 2016</td>
<td>Oct 2016</td>
<td>Preparation for and launch of one GM winter campaign</td>
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