

**Manchester Health and Wellbeing Board
Report for Resolution**

Report to: Manchester Health and Wellbeing Board – 2 November 2016

Subject: Manchester's Locality Plan: Governance Review

Report of: Lorraine Butcher, Joint Director Health & Social Care Integration

Summary

This report asks the Board to approve the creation of a new Transformation Fund Accountability Board. The new Board would be accountable to the Health and Wellbeing Board for decisions on investment in the delivery of the Locality Plan and for tracking the impact of that investment against agreed targets.

Recommendations

That the Board approve the creation of a Manchester Transformation Fund Accountability Board with the terms of reference and membership set out in paragraph section 2 of this report

Board Priority(s) Addressed:

Health and Wellbeing Strategy priority	Summary of contribution to the strategy
Getting the youngest people in our communities off to the best start	The Manchester Locality Plan aims to support the Health and Wellbeing Strategy by identifying the most effective and sustainable way to improve the health and social care of Manchester people
Improving people's mental health and wellbeing	
Bringing people into employment and ensuring good work for all	
Enabling people to keep well and live independently as they grow older	
Turning round the lives of troubled families as part of the Confident and Achieving Manchester programme	
One health and care system – right care, right place, right time	
Self-care	

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Background documents (available for public inspection):

The following documents disclose important facts on which the report is based and have been relied upon in preparing the report. Copies of the background documents are available up to 4 years after the date of the meeting. If you would like a copy please contact one of the contact officers above.

The Manchester Locality Plan (April 2016)

1.0 Background

As implementation of the Manchester Locality Plan progresses, steps are now being taken to secure the investment required to deliver the transformed health and care system which will drive improvements in health outcomes for residents while also securing financial sustainability over the next five years.

A proposal has been submitted to the Greater Manchester Health and Social Care Partnership Team for investment from the Greater Manchester Transformation Fund to support the transformation of services in Manchester until 2020/2021. This will lead to an Investment Agreements between Manchester partners and the Chief Officer of Greater Manchester Health and Social Care on behalf of NHS England.

Funding from Greater Manchester will need to be complemented by significant funding from Manchester partners via the pooled budget held by the Single Commissioning Budget.

There is therefore a need to strengthen the focus of our governance on investment and return on investment. It is proposed to do this by creating a Manchester Transformation Fund Accountability Board with the following terms of reference and membership.

2.0 DRAFT Terms of Reference – Manchester Transformation Fund Accountability Board (MTFAB)

2.1. Purpose and Accountability

The purpose of the MTFAB (“the Board”) is to provide a robust accountability and assurance framework for managing bids for external funding, and co-ordinating investments from Manchester partners. It will subsequently ensure the effective deployment and return on investment of agreed funding, including GM Transformation Fund (GMTF) monies received. The Board will take direct responsibility for accounting for external public funding, in accordance with a series of milestones linked to benefits generation and capture to support the delivery of the Locality Plan.

The Board has delegated accountability from the Manchester Health & Wellbeing Board (HWB) to discharge this responsibility. For assurance purposes, the Board will provide regular updates to both the HWB and Executive Health & Wellbeing Group, as required. The Board will account directly to the GM Health and Social Care team for the delivery of outcomes in the Investment Agreements with GM.

2.2. Objectives and Activities

The MTFAB will:

- Account directly to the GM Health and Social Care team for the delivery of outcomes and Investment Agreements;

- Ensure that all partners are satisfied before proposals are submitted to GM – proposals, business cases and delivery plans;
- Oversee the release of funding from the GMTF with the Manchester partnership;
- Negotiate and recommend Investment Agreements with GM, agreeing those contracts that are relevant to the GMTF;
- Review local financial investments from Manchester partners that complement the proposals for GMTF funding;
- Agree contracts between the Single Commissioning Function and Local Care Organisation/Single Hospital Service;
- Ensure service and strategic fit between the Single Hospital Service and Local Care Organisations;
- Track the implementation against metrics in Investment Agreements with GM and Manchester contracts; and
- Account to the GM team for securing financial and clinical sustainability, and agree adjustments as necessary.

In order to fulfil these functions the main activities of the Board will be as follows:

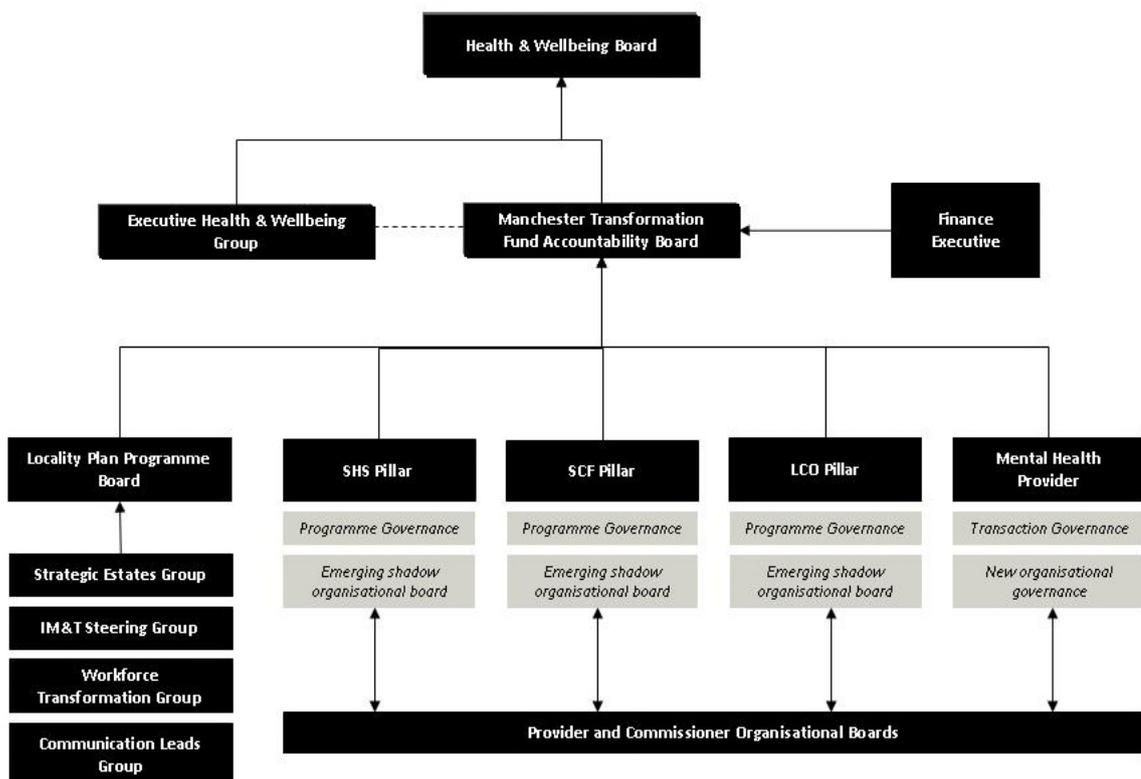
- To establish, manage and evolve a robust gateway process that strengthens Manchester's approach to:
 - Planning and managing bids for funding from the GMTF,
 - Planning and managing bids for funding from external sources other than GMTF, either in partnership with GM partners or as standalone Manchester bids,
 - Enabling organisations and services within the Manchester system to draw down from external funding awards.
- To establish what support is needed from the Manchester system and from GM to enable the activity above, and commission this from within existing resources as appropriate. This will include (but may not be limited to):
 - Technical programme and /or project support to develop and manage the gateway process,
 - Business intelligence support to 'horizon scan' for opportunities to bid for external funding beyond GMTF,
 - Financial support to ensure the links between funding, outcomes and benefits are robust.
- Work with a new system wide Finance Executive to ensure the gateway process is fed by robust business cases, and decision making takes full account of financial impact and is linked to clear deliverables and intended benefits.
- To monitor the effectiveness of the deployment of the investment resources upon the changing health and care system, and the impact upon the transforming profile of demand and provision of services. This will include tracking impact against the metrics in Investment Agreements with GM. This will consequently enable monitoring of the impact upon the movement of resources from acute and residential sectors to integrate out of hospital services.

- With the support of the Health and Wellbeing Board, enter into legal agreements with external funding bodies.
- To oversee the effective development and delivery of the Local Care Organisation Programme, the Single Hospital Service Programme, and the Single Commissioning Function Programme.
- To ensure that these programmes are mutually inter-dependent and fully aligned with a single integrated clinical strategy.
- To be the main link with the GM Team on the designation and deployment of external financial and non-financial resources across the Manchester system.

The ultimate objective of the Board is to support the delivery of the Manchester Locality Plan.

2.3. Governance and Authority

The diagram below indicates how the MTFAB is positioned within the system wide transformational governance structure:



The Board reports into the Health & Wellbeing Board. Several governance bodies report into the Board, as detailed above.

The Board will not fulfil a Programme Board function. Programme Boards are established at Programme level (the governance tier underneath the Board) and their function will not be duplicated at MTFAB level.

2.4. Reporting

The Board will provide a report to each Health & Wellbeing Board, and to other governance forums as required.

2.5. Membership

Chair - Ian Williamson – Chair, Joint Commissioning Executive, Single Commissioning Function,

- Sir Mike Deegan – Interim SRO, Single Hospital Service,
- Gill Heaton – Interim SRO, Manchester Locality Care Organisation (until the CEO or equivalent role is appointed for the LCO by the partners),
- Dr Tracey Vell - Primary Care representation,
- Sir Howard Bernstein – Chief Executive, Manchester City Council,
- Bev Humphrey – Chief Executive, GMW,
- Sohail Munshi, Manchester Primary Care Federation.

2.6. Meeting schedule and Support

The Board will meet monthly for the duration of the implementation of the Locality Plan, which at the time of writing is scheduled to run up to March 2021. The meeting will be convened and supported by The Locality Plan Programme Team.

2.7. Quorum

The meeting will only be considered quorum if the entire membership group (or their designated representatives) are in attendance, or if absent attendees have made arrangements to feed into decision making in a different way, agreed by the Board.

2.8. Review period

These Terms of Reference will be reviewed on an annual basis, led by the Chair, with the next review due in October 2017. The Chair can bring this review date forward if circumstances change.

3.0 Finance Executive

The Board will be supported by Finance Executive representing the health and care economy across the city. It will provide financial advice to the Manchester TF and Accountability Board on:

- Progress towards closing the funding gap;

- Financial assessment of business cases for release of investment monies;
- Financial reporting on the Transformation Fund;
- The financial health of the single health and care system and the impact of the transforming profile of demand and provision of services upon funding flows.

The Executive will comprise the following representatives:

- MCC – City Treasurer
- Single Commissioning Function – Chief Finance Officer
- Single Hospital Service – Finance Director
- LCO – Finance Director
- Mental Health Trust (GMW) – Finance Director

4.0 Conclusion

Manchester is at a key staging post in its progress towards the development and implementation of a single health and care system for the city. It is appropriate that governance arrangements are regularly reviewed to ensure their robustness to deliver implementation at pace of the Locality Plan. The proposals contained in this paper outline arrangements to ensure robustness going forward.