

**Manchester City Council
Report for Information**

Report to: Health and Wellbeing Board – 6 July 2022

Subject: Integrated Care Systems

Report of: Executive Member for Healthy Manchester and Adult Social Care

Summary

Integrated Care Systems are being established nationally as part of the next phase of health and social care integration. This includes the establishment of Greater Manchester Integrated Care (NHS GM) and locality arrangements for Manchester. The Manchester Partnership Board will lead the development of Manchester's future operating model for health and social care integration. Joanne Roney OBE has been appointed by NHS GM as the Place-Based Lead for Manchester in addition to being Chief Executive of Manchester City Council.

Recommendation

The Health and Wellbeing Board is recommended to consider and comment on this report.

Wards Affected: All

Environmental Impact Assessment - the impact of the issues addressed in this report on achieving the zero-carbon target for the city

No direct impact

Equality, Diversity and Inclusion - the impact of the issues addressed in this report in meeting our Public Sector Equality Duty and broader equality commitments
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No direct impact

Manchester Strategy outcomes	Summary of how this report aligns to the OMS/Contribution to the Strategy
A thriving and sustainable city: supporting a diverse and distinctive economy that creates jobs and opportunities	Health and social care is an important part of the city's economy including creating significant economic value, jobs, health innovation and through its impact on regeneration
A highly skilled city: world class and home grown talent sustaining the city's economic success	Health and social care supports significant jobs and skills development in Manchester
A progressive and equitable city: making a positive contribution by unlocking the potential of our communities	Progressive and equitable is central to the Our Healthier Manchester Locality Plan including all aspects of tackling health inequalities and the Build Back Fairer work in the city
A liveable and low carbon city: a destination of choice to live, visit, work	There are many links between health, communities and housing in the city as per the Our Healthier Manchester Locality Plan. Health partners have an important role in reducing Manchester's carbon emissions through the Manchester Climate Change Partnership
A connected city: world class infrastructure and connectivity to drive growth	Transport infrastructure and digital connectivity are critical to providing effective health and care for Manchester residents

Full details are in the body of the report, along with any implications for:

- Equal Opportunities Policy
- Risk Management
- Legal Considerations

Financial Implications:

No direct financial implications arising from the report. The Section 75 agreement and aligned budget arrangements with Manchester Foundation Trust for the Manchester Local Care Organisation will remain in place.

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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.

Manchester Locality Plan – Our Healthier Manchester

1.0 Introduction

- 1.1 The purpose of this report is to update the Health and Wellbeing Board on the UK Government's reforms to health and social care to establish Integrated Care Systems, including at the level of Greater Manchester.
- 1.2 The report also sets out the arrangements as they relate to the City of Manchester.

2.0 Integrated Care Systems

- 2.1 Integrated Care Systems became an aim for the NHS as part of the NHS Long Term Plan in 2019¹
- 2.2 Aspects of the health and care arrangements required by the 2012 Health and Social Care Act were considered to be a barrier to integration including; the organisational construct of the NHS; approaches toward commissioning; and use of competition by default. Government published a white paper in 2021 which set out a vision for integrated care systems²
- 2.3 On 1 July 2022, Clinical Commissioning Groups (CCGs) will be disestablished across England, and Integrated Care Systems (ICS) will be established. This is in line with legislation set out in the Health and Care Act 2022.
- 2.2 The national aims for ICSs are to:
 - i. Secure better health and wellbeing for everyone
 - ii. Tackle unequal outcomes, experience and access to health and care services
 - iii. Enhance productivity and value for money; and
 - iv. Support broader social and economic development
- 2.3 In Manchester, the statutory responsibilities of NHS Manchester CCG will transfer to Greater Manchester Integrated Care (NHS GM) alongside those of the other nine GM CCGs.
- 2.4 These upcoming system reforms are an evolution of the strategic agenda in Manchester and Greater Manchester rather than a change in direction. They are also an opportunity to accelerate the delivery of Manchester's ambitions to improve health outcomes and tackle health inequalities through further integration of health and social care.
- 2.5 Manchester has worked effectively in partnership on health and social care for many years. This means the city is well prepared for the establishment of a GM ICS. The Our Healthier Manchester Locality Plan³ sets out our strategic

¹ <https://www.longtermplan.nhs.uk/>

² <https://www.gov.uk/government/publications/working-together-to-improve-health-and-social-care-for-all/integration-and-innovation-working-together-to-improve-health-and-social-care-for-all-html-version>

³ <https://democracy.manchester.gov.uk/documents/s31850/Appendix%20-%20Manchester%20Locality%20Plan%20Refresh.pdf>

ambitions and priorities, aligned to the Our Manchester Strategy⁴ for the city. This has been refreshed a number of times since the original plan in 2016. It has a focus on how partnership working can improve population health, address the social determinants of health and tackle health inequalities. It also led to the establishment of Manchester Local Care Organisation in 2018, Manchester Health and Care Commissioning in 2017, and the Single Hospital System for the city. The Locality Plan has the same five strategic aims:-

- Improve the health and wellbeing of the people of Manchester.
- Strengthen the social determinants of health and promote healthy lifestyles.
- Ensure services are safe, equitable and of a high standard with less variation.
- Enable people and communities to be active partners in their health and wellbeing.
- Achieve a sustainable system.

2.6 Integrated Care Systems include a strong focus on place-based partnership working. There will be 10 place-based arrangements in GM that are each coterminous with local authority boundaries, including the city of Manchester, which are referred to as 'locality' arrangements by NHS GM. These place-based partnerships aim to ensure that care and support is connected to the things that keep people well – their homes, their families, friendships and networks, communities, and their jobs. The approach recognises that Councils are the leaders of place and this is an opportunity to better connect health and care services to communities. The 10 locality partnerships will each address specific place-based challenges, reflecting the identity and benefitting from the strengths of communities in each area. At the same time there is a strong focus on improvements to and greater consistency in access to services and quality of services and benefit from the scale of Greater Manchester.

2.7 Local authorities and the NHS, as part of our integrated care system, have a statutory duty to deliver on this agenda through the GM Integrated Care Partnership and GM NHS Integrated Care. The reforms recognise that health and social care integration can make a significant contribution to this agenda but most of what needs to be done is determined by much broader factors such as jobs, housing, environment, infrastructure, families and communities, and it is recognised that Councils have key roles to make these connections and lead each place.

3.0 Next steps in Manchester

3.1 NHS GM has developed a Greater Manchester Operating Model document, which sets out the overall vision and objectives for the GM Integrated Care Partnership, the GM 'system architecture', governance arrangements, and the

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https://www.manchester.gov.uk/info/200024/consultations_and_surveys/8148/our_manchester_strategy-forward-to-2025#:~:text=environment%20and%20infrastructure,-.Our%20future%20Manchester,an%20attractive%20and%20welcoming%20city.

features and characteristics of the GM system. This will be approved and published at the first Board meeting held on July 1st.

- 3.2 Manchester and the other nine GM localities are developing their own place-specific locality models. The key features include:
- i. A Locality Board to ensure the priorities are decided together in the locality and support the effective joint stewardship of public resources. In Manchester this will be the Manchester Partnership Board (MPB).
 - ii. A Place Based Integrated Care Lead with dual accountability to the local authority and to NHS GM.
 - iii. A place-based provider collaborative or alliance providing comprehensive integrated care at neighbourhood and place levels. This builds on the existing approach to provider collaboration and the work of the Manchester Local Care Organisation.
 - iv. A means of ensuring clinical and care professional input and leadership to place based working.
 - v. A focus on health creation and prevention as well as health services with a particular emphasis on population health and reducing health inequalities. Manchester's work to tackle health inequalities – Build Back Fairer – will continue to be overseen by the Chief Executive and Director of Population Health and will be an important element of the work programme of MPB.
 - vi. An accountability agreement between partners in the locality and NHS GM.
 - vii. An articulated relationship with their local Health and Well Being Board as the route to confirm accountability to the local authority.
- 3.3 Joanne Roney OBE, Chief Executive of Manchester City Council, has been appointed by GM NHS as the Place-Based Lead for Manchester, as well as continuing to be Chief Executive of the Council. Most of the other GM localities have also appointed the relevant Local Authority Chief Executive as their Place-Based Lead. The Chief Executive will hold an additional contract with NHS GM, will be accountable for certain functions and additionally report directly to Mark Fisher, the Chief Accountable Officer of NHS GM. A deputy post is being appointed to and a core leadership team is being established.
- 3.4 Manchester Partnership Board (MPB) will be the Locality Board for Manchester. The MPB is chaired by the Leader of the Council and includes a small number of Chief Executive and Director-level representatives from MCC, Manchester Foundation Trust (MFT), Greater Manchester Mental Health (GMMH), Manchester Local Care Organisation (MLCO), Primary Care in Manchester, and a VCSE sector representative.

- 3.5 Certain functions will be delegated from GM to Manchester through to the Place-Based Lead, and to MPB when it is formally constituted as a Committee of NHS GM Integrated Care Board (ICB). Other functions will be reserved to the NHS GM ICB. The list of functions is set out in a Scheme of Delegation and Reservation within the NHS GM Governance Handbook.
- 3.6 Manchester Partnership Board (MPB) will lead the development of Manchester's future operating model. The initial focus is on a safe transition of functions and staff from the CCG from 1 July 2022. This will move quickly into the development of a future operating model for health and social care in the city.
- 3.7 The Manchester Provider Collaborative will be the means by which providers coordinate their work particularly at a neighbourhood level. Partners will include Manchester Local Care Organisation (MLCO), Greater Manchester Mental Health and primary care. The collaborative will also be the delivery arm of MPB putting transformation priorities into delivery. The section 75 agreement which underpins the MLCO relationship between Manchester University Hospitals Foundation Trust (MFT) and MCC will remain.

4.0 Recommendations

- 4.1 The Health and Wellbeing Board is recommended to consider and comment on this report.