

## **Manchester City Council Report for Information**

**Report to:** Greater Manchester Mental Health NHS Foundation Trust:  
Improvement Plan Task and Finish Group Subgroup – 20 February  
2024

**Subject:** Update on GMMH Improvement Plans on Leadership and  
Governance

**Report of:** Associate Director of Operations, Associate Director of Nursing and  
Quality and Associate Medical Director Manchester Care Group

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### **Summary**

Implementation of the GMMH Improvement Plan is underway. This report provides an overview of the progress being made by Workstream 5 – Leadership and Governance.

The report highlights Manchester specific improvements as well as Trust-wide improvements from which Manchester residents also benefit.

Whilst good progress is being made, some actions have yet to be completed either because they are not yet due or have been delayed in some way. For those actions not yet completed there are mitigations in place.

There are robust internal and external oversight arrangements in place for tracking progress.

Evidence review panels are being introduced later this month to review the evidence of completed actions.

### **Recommendations**

The Subgroup is asked to note the progress being made.

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### **Wards Affected: All**

<b>Environmental Impact Assessment</b> - the impact of the issues addressed in this report on achieving the zero-carbon target for the city
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No Impact.
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**Equality, Diversity and Inclusion** - the impact of the issues addressed in this report in meeting our Public Sector Equality Duty and broader equality commitments

The GMMH Equality Impact assessment process is currently being introduced following a review as part of the Improvement Plan.

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**Background documents (available for public inspection):**

Links to can be found here:

[Full CQC report](#) and [Community Mental Health Independent Clinical Review of Edenfield Centre: Dr David Fearnley Terms of Reference - Independent Review of GMMH GMMH Improvement Plan Summary Booklet](#) (public document)  
[GMMH Improvement Plan](#)  
[GMMH board papers](#) where Improvement Plan updates can be found.

## **1.0 Introduction**

- 1.1 The Manchester City Council Health Scrutiny Committee requested a series of subgroups be established to better understand the improvements being made at GMMH as part of implementation of the GMMH Improvement Plan.

## **2.0 Background**

- 2.1 In response to care failings identified by the BBC Panorama programme, the Coroner, the Care Quality Commission and NHS England, GMMH was placed into Segment 4 of the NHS England Oversight Framework in November 2022. The Trust is receiving support from the NHS England National Recovery Support Programme (RSP).
- 2.2 The GMMH Improvement Plan was developed to address the care failings and review findings and to support the organisation to exit the RSP at the appropriate time.
- 2.3 There are robust internal and external oversight arrangements in place for tracking progress. Progress is being tracked internally by the Improvement Steering Group which reports directly to GMMH Board and externally by the NHS England Improvement Board.
- 2.4 Evidence review panels are being introduced from later this month to review the evidence of completed actions.

## **3.0 Main issues**

- 3.1 Good progress is being made in implementing the Improvement Plan, particularly in relation to Workstream 5 – Governance and Leadership.
- 3.2 Some examples of key improvements made to date include:
  - The introduction of new corporate and clinical governance and oversight arrangements,
  - Strengthened line of sight from frontline services to our Board,
  - Significant leadership, learning, training and development activity is underway to develop our staff,
  - Improved supervision of, and support to staff,
  - Improved leadership visibility and accessibility,
  - Improved reporting of information to aid performance management, identification of areas for improvement and inform decision making,
  - New incident reporting and risk management arrangements are being introduced.

3.3 Senior leaders from GMMH are attending the meeting to present the work of Workstream 5 – Leadership and Governance, including the key improvements that have already been or are being made.

#### **4.0 Recommendations**

4.1 The Subgroup is asked to note progress being made by Workstream 5 – Leadership and Governance as part of the GMMH Improvement Plan and the key improvements made or underway.