

Commissioning Partnership Board Report

Decision Maker	Commissioning Partnership Board
Date of Decision:	Thursday 28th November 2019
Subject:	Oldham Locality Plan
Report Author:	Mike Barker, Strategic Director of Commissioning/Chief Operating Officer

Reason for the decision:	The NHS published the Long-Term Plan Implementation framework a few months ago which requires all Integrated Care Systems (ICSs) and Sustainability & Transformation Partnerships (STPs) to publish a strategic plan for their foot print. In our case this is at Greater Manchester level. The GM Health & Social Care Partnership requested all 10 localities to refresh their Locality Plans to feed into the GM submission at the end of November. This paper brings forward Oldham's refreshed Locality Plan.
Summary:	In June the GM Health & Social Care Partnership Executive Board approved a paper on developing the Implementation Plan for the Greater Manchester Health and Social Care Prospectus. This paper described that the Implementation Plan would include how Greater Manchester intended to deliver on its requirements under the NHS Long Term Plan - which would become clearer once the Implementation Framework for the Long Term Plan was released. This report brings forward a revised Locality Plan for Oldham following three month process to revisit and refresh the materiality of the existing Plan.
<i>What are the alternative option(s) to be considered? Please give the reason(s) for recommendation(s):</i>	a) Not to refresh the Locality Plan which technically expires in 2020. Ruled out as provides insufficient direction for the development of the health and care system in

Oldham

- b) Simply refresh the plan in a light touch way. Also ruled out as much of the original Locality Plan is not outdated.
- c) Rewrite the Locality Plan to reflect the current position in Oldham

Recommendation(s):

The Commissioning Partnership Board is asked to approve Oldham's refreshed Locality Plan.

Implications:

*What are the **financial** implications?*

There are no immediate financial implications associated with this report as the implications are contained within core budgets or Transformation Funding. Activity and financial forecasts have been developed and submitted to GM as part of the submission process to align commissioner and provider expectations

What are the **procurement** implications?

No

*What are the **legal** implications?*

There are no direct legal implications from the proposals

*What are the **Human Resources** implications?*

At the heart of the Locality Plan is place based integration, which is key to the Council and its transformation agenda. Integration of public services at a local level along with across agency leadership & working represents a new delivery model. Effective communication and engagement with employees along with fit for purpose policies, practices, support mechanisms and HR/OD interventions will be key in enabling this necessary change and supporting people through this transition. The function will work with Services to lead these people activities. (Martyn Bramwell, Head of People Services, Oldham Council)

Equality and Diversity Impact Assessment attached or not required because (please give reason)

Not applicable

*What are the **property** implications?*

The Oldham Locality Asset Review will feed into the delivery of the Locality Plan. (Peter Wood, Strategic Assets & Facilities Management, Oldham Council)

Risks:

Not applicable as implicit within the Locality Plan

Has the relevant Legal Officer confirmed that the recommendations within this report are lawful and comply with the Council's Constitution/CCG's Standing Orders?	Not applicable
Has the relevant Finance Officer confirmed that any expenditure referred to within this report is consistent with the S.75 budget?	Yes
Are any of the recommendations within this report contrary to the Policy Framework of the Council/CCG?	No

List of Background Papers under Section 100D of the Local Government Act 1972:

There are no background papers for this report. This is a refreshed Locality Plan and as such replaces the existing Locality Plan written four years ago

Report Author Sign-off:	Mike Barker, Strategic Director of Commissioning
Date:	19 November 2019

Please list any appendices:-

Appendix number or letter	Description
1	Oldham Locality Plan

1. Summary

- 1.1 In June the GM Health & Social Care Partnership Executive Board approved a paper on developing the Implementation Plan for the Greater Manchester Health and Social Care Prospectus. This paper described that the Implementation Plan would include how Greater Manchester intended to deliver on its requirements under the NHS Long Term Plan - which would become clearer once the Implementation Framework for the Long Term Plan was released.

- 1.2 The Long Term Plan Implementation Framework was published nationally on 27 June and can be found here:
<https://www.longtermplan.nhs.uk/publication/implementationframework>
- 1.3 The Partnership Executive Board paper emphasised that our path to implementation in Greater Manchester would, in the same way as Taking Charge Together, need to build from 10 refreshed locality plans. In addition, it highlighted that we would also need to describe how at a Greater Manchester system level, we intend to deliver on our responsibilities under the Long Term Plan.
- 1.4 In developing the implementation detail of ambitions spanning the GM Prospectus and the Long Term plan and doing so in a way which reflects how we work through unified public services in GM we need to meet 2 key tests:
- we must have a very clear and detailed response to the Long Term Plan and must very easily and clearly meet the sign off requirements (which will sit with the Regional Director). That sign off is a requirement of the release of any implementation resources so is critical.
 - At the same time GM has to offer a plan which those charged with bringing public services together in localities can relate to and avoid driving new silos into local arrangements. So that NHS requirements can be couched in terms which make clear how that implementation supports local public service reform ambitions.
- 1.5 To illustrate the practicalities and importance of both parts of this test being met, we can use the objectives relating to learning disabilities and autism as an example:
- for the Long Term Plan, we have to clearly state how we plan to apply learning from reviews of deaths, reduce overprescribing, deliver health checks, make reasonable adjustments to support access to care etc.
 - in addition, however, we must also describe how we secure the right range of housing options through supported living, how we increase employment for people with LD, how they maintain and develop relationships, get out and about with better access to public transport etc
- 1.6 Greater Manchester's implementation plan, therefore, must describe both together to support meaningful and connected local implementation. The Long Term Plan specifics might then be drawn out and offered separately to provide clarity and confidence on local implementation. In order to generate the content for both tests to be met GM will need to bring together information from all localities in the form of refreshed locality plans, clarity on delivery to date and delivery planned for each of the key Long Term Plan domains, and relevant supporting technical information covering finance, activity and workforce.

2. APPROACH TO IMPLEMENTATION – OLDHAM LOCALITY PLAN REFRESH

- 2.1 It was for us in Oldham, to determine the exact shape and content of our refreshed locality plan. It is recognised by GM that all localities produced detailed plans in 2015/6 which have continued to be updated since then.

- 2.2 For the purposes of this refresh, we have taken the opportunity to rewrite our Locality Plan whilst also:
- Reaffirming the outcomes we are seeking to influence;
 - Describing progress against those outcomes since 2016;
 - Outlining our plans for the local system in terms of integrated neighbourhood delivery and place-based commissioning - particularly in the context of the GM Prospectus's core aim of creating a population health system in Greater Manchester and the approach to public service reform set out in the White Paper.
- 2.3 The Long Term Plan Implementation Framework gives a detailed breakdown of the national requirements to 2023/4. The approach to delivering these requirements in Oldham will be to build on the existing governance and health and care system architecture.
- 2.4 The list below sets out the key areas of the Long Term Plan Implementation Framework.
- Fully Integrated Community-based Care (including Primary Care Networks)
 - Reducing Pressure on Emergency Hospital Services
 - Giving people more control over their own health and more personalised care
 - Digitally-enabling primary care and outpatient care
 - Improving Cancer Outcomes
 - Improving Mental Health Services
 - Shorter Waits for Planned Care
 - More NHS Action on Prevention
 - A Strong Start in Life for Children and Young People
 - Learning Disability and Autism
 - Cardiovascular Disease
 - Stroke Care
 - Diabetes
 - Respiratory Disease
 - Genomics
 - Giving NHS Staff the Backing they Need
 - Delivering digitally-enabled care across the NHS
 - Using taxpayers' investment to maximum effect
 - Engagement with Staff, Stakeholders and Communities
- 2.5 Our approach has been to assign responsibilities to a series of programme leads who have developed our response for each area in the Framework for Oldham.
- 2.6 For each area of the Long Term Plan, the programme lead has co-ordinated an Oldham system response that includes:
- The specific asks of the Long Term Plan and Implementation Framework for that service area or objective;
 - An assessment of the extent to which Oldham is already delivering against the area in the LTP - building on the last three years of implementation;

- A translation of the level of resource required to deliver those asks for which fair shares resource is indicated;
 - A translation of the level of resource required to deliver those asks for which targeted resource is indicated;
- 2.7 This has been in the form of a short narrative capturing each of the above and as well as addressing the areas in the Long Term Plan, the Oldham implementation plan also describes how we will realise the ambitions in the GM Prospectus; this includes the steps we will take to create a Population Health system.
- 2.8 The final draft Locality plan is now attached in the appendices for approval by the Commissioning Partnership Board having already been reviewed by the CCG MET, Joint Leadership Team and Alliance Board.

3. FINANCE AND ACTIVITY PLANS

- 3.1 To support the Greater Manchester approach to Long Term Plan implementation, localities will need to provide detailed returns on finance and activity covering the period to the end of 2023/24.
- 3.2 Included within the guidance are five key financial tests that all organisations will need to demonstrate adherence to within their plans:
- i. return to, or maintain financial balance
 - ii. achieve cash-releasing productivity growth of at least 1.1% per year with the requirement for providers in deficit to deliver *an additional* cash-releasing productivity benefit of 0.5%.
 - iii. reduce growth in demand for care through better integration and prevention
 - iv. reduce variation in performance across the health system
 - v. make better use of capital investment and its existing assets to drive transformation
- 3.3 As well as undertaking a refresh of our locality plan, we have used the opportunity to contribute to the overarching Greater Manchester response to the Long Term Plan deliverables.
- 3.4 With that in mind, and in order to provide the finance, activity and narrative on how GM will address the Long term Plan within the NHSE timescale, GMH&SP will develop a proforma for the response areas to NHSE, that indicates:
- The sections where the GM team can fill in because they already know about current position and plans to meet requirements, (with support of GM leads from localities for cross-cutting themes as needed); and
 - The sections each locality needs to provide information on and the date for completion
- 3.5 This level of detail was reviewed by the CCG Finance Committee as submission in draft was required firstly by mid-September 2019 and then by mid-November.

- 3.6 The refreshed Oldham Locality Plan narrative has been broader and deliberately place-focussed in order to help clarify how public services will work together to deliver the intended outcomes.

4. NEXT STEPS

- 4.1 Over the next few months across Oldham there is a need to re-develop the governance and delivery programme for the Locality Plan. Work will commence immediately on that work including strengthening the programme leadership arrangements

5. RECOMMENDATIONS

- 5.1 The Commissioning Partnership Board is asked to approve Oldham's refreshed Locality Plan.