

Commissioning Partnership Board Report

Decision Maker: Commissioning Partnership Board

Date of Decision: 25th March 2021

Subject: Transformation Fund 2020/21 update

Report Author: Ben Galbraith, Chief Finance Officer,
Oldham CCG

Reason for the decision: To provide an update to Commissioning Partnership Board on work undertaken to date to evaluate the impact of schemes funded from the GM Transformation Funds and agree the next steps on evaluation work.

Summary: The purpose of the report is to outline the national funding arrangement changes that have taken place in 2020/21 affecting the GM Transformation Fund and Oldham's allocation.

The paper sets out a financial update for 2020/21 and sets out next steps to allow the Commissioning Partnership Board to consider funding as part of the system wide budgeting and financial prioritisation process for 2021/22.

What are the alternative option(s) to be considered? Please give the reason(s) for recommendation(s): The approach being taken is to ensure those schemes viable for taking forward will be considered for funding in 2021/22 once funding arrangements are confirmed.

To continue with no assessment of the schemes

for 2021/22, means one of three alternative options for the schemes:

- a) all schemes end;
- b) funding is found from existing budgets in the context of existing commissioned services; or
- c) there is an increase in the financial deficit of the Oldham system.

Recommendation(s):

The Commissioning Partnership Board is asked to:

- note the contents of the report; and
- agree that a review will be undertaken for those schemes which require continued funding. This will be done as part of the system wide budgeting and financial prioritisation process. The outcome of this process will be the subject of a further report in due course to the CPB.

Implications:

What are the **financial** implications?

Funding guidance has been delayed for 2021/22 and whilst early indications assume funding for April – June 2021 will continue on the same basis as 2020/21, assessment of schemes need to take place and factored into the financial prioritisation process otherwise it risks a pressure to the financial situation in the system.

What are the **procurement** implications?

There may be procurement implications should any schemes and new business cases be approved, but these are not covered in the scope of this report.

What are the **legal** implications?

There may be legal implications should any schemes and new business cases be approved, but these are not covered in the scope of this report.

What are the **Human Resources** implications?

There may be HR implications should schemes and new business cases be approved, but these are not covered in the scope of this report.

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

EIAs were completed for those schemes approved. Further EIAs would be completed for any new business cases approved.

What are the **property** implications

There may be property implications should schemes and new business cases be approved, but these are not covered in the scope of this report.

Risks:

Financial Risk: If the Oldham locality does not identify recurrent funding sources for services which have historically been funded from the GM Transformation Fund going forward, then Oldham may risk losing some services which are needed due to a lack of funding or continuing with schemes that have no case for continuation and placing a greater financial pressure on the Oldham system.

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? Yes

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

Reason(s) for exemption from publication:

None

Reason why this is a Key Decision *Not applicable*

Report Author Sign-off:	
Ben Galbraith, CCG CFO	
Date: March 2021	

Please list any appendices:-

Appendix number or letter	Description
	N/A

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

Title	Available from
GM Transformation Fund Investment Review and Assurance Process	https://committees.oldham.gov.uk/documents/g7441/Printed%20minutes%2028th-Feb-2019%2013.00%20Commissioning%20Partnership%20Board.pdf?T=1 February 2019
Transformation Proposals	http://committees.oldham.gov.uk/documents/b21810/GM%20Transformation%20Fund%20-%20Oldham%20Investment%20Proposals%2027th-Sep-2018%2012.30%20Commissioning%20Partnership.pdf?T=9 September 2018 – Commissioning Partnership Board
Transformation Investment review report – update	http://decisionrecording.oldham.gov.uk/documents/b21597/Private%20GM%20Transformation%20Fund%20Investment%20Review%2028th-Jun-2018%2012.30%20Commissioning%20Partnership%20Boa.pdf?T=109 August 2018 – SRG
Transformation Investment Appraisal – Commissioning Partnership Board	http://decisionrecording.oldham.gov.uk/documents/s95112/CPB%20TF%20investment%20appraisal%20v3%20June%202016.pdf June 2018 – Commissioning Partnership Board
Greater Manchester Health and Social Care Strategic Partnership Board – Transformation Fund Update	http://decisionrecording.oldham.gov.uk/documents/s84817/Appendix%201%20-%20Transformation%20Fund%20Update.pdf July 2017 – Health & Wellbeing Board
ICS Developments and GM Transformation Fund	https://committees.oldham.gov.uk/documents/s77566/ICS%20Developments%20and%20GM%20Transformation%20Fund.pdf March 2017 – Health & Wellbeing Board
GM Health & Social Care Transformation – Oldham Integrated Commissioning Organisation (ICO) and Transformation Fund Submission	http://decisionrecording.oldham.gov.uk/documents/s76067/Local%20Care%20Organisation%20and%20Transformation%20Fund%20Update.pdf January 2017 – Health Scrutiny
Integrated Commissioning System and GM Transformation Fund Update	http://decisionrecording.oldham.gov.uk/documents/s76494/Integrated%20Commissioning%20System%20and%20GM%20Transformation%20Fund%20Update.pdf January 2017 – Health & Wellbeing Board

Title	Available from
Update on the Oldham Transformation bid Proposal	http://decisionrecording.oldham.gov.uk/mgConvert2PDF.aspx?ID=74374&ISATT=1#search=%22transformation%20%22 October 2016 – Health & Wellbeing Board

The background papers to this report contain exempt information under Schedule 12A of the Local Government Act 1972.

1. Background

- 1.1 In 2017, Oldham's vision, in line with the Greater Manchester Taking Charge Strategy, was to achieve and sustain the greatest and fastest improvement in wellbeing and health for the people of Oldham. Taking Charge', published in December 2015, marked the beginning of our devolved health and social care journey, setting out how we would work together.
- 1.2 At this time, there was significant stakeholder engagement as a key principal of Oldham Cares in the development of Oldham's own response to the transformation programme. Stakeholders included Health and Wellbeing Board members, System Leaders and Citizen Participation and the voluntary sector. The key areas of focus were described in Oldham's Locality Plan as the fostering of thriving communities, the transformation of primary, community and social care services, mental health and early years. The mobilisation of a workforce that includes other parts of the public sector, social housing, the voluntary and private sectors, carers and citizens were also described, to be measured against a number of high-level outcomes.
- 1.3 In October 2017, Oldham successfully received an allocation of £21.3m of GM Transformation Funds, to support Health and Social Care Transformation that built on the work undertaken in Oldham to progress our vision around integrated care. It was acknowledged by GM H&SCP that there was a six month delay in the allocation of the GM Transformation Funds as the fund was over-committed and also that programmes were not guaranteed if there was under delivery or non-recoverable slippage in transformation plans. (It is important to note that Oldham's approved schemes were established and delivering in line with the "Investment Agreement" arrangements as of November 2019, the month at which national funding arrangements were based upon).
- 1.4 Funding was granted to Oldham through an investment agreement arrangement with GMHSCP and which was monitored in line national and regional requirements. The key high-level objectives were as follows:
 - Supporting people to be more in control of their lives
 - Having a health and social care system that is geared towards wellbeing and the prevention of ill health.
 - Providing access to health services at home and in the community
 - Providing social care that works with health and voluntary services to support people to look after themselves and each other
- 1.5 Our agreed transformation funding was to support the following schemes which were established:
 - Establishing the primary care cluster system across the locality, completing the establishment of integrated health and care teams and creation of single structures at a GP cluster level
 - Creating and implementing a more effective urgent and emergency care offer
 - Oldham's community reablement, rehabilitation and community bed services (including a rapid response facility)
 - Oldham's approach to community resilience, branded as 'Thriving Communities'.
- 1.6 In addition, schemes were established for Start Well Avoidable Admissions, Mental Health Central to Good Health and a range of enabler programmes in support of system and cultural changes
- 1.7 Each work stream listed above was allocated a sponsor and produced individual proposals for the Commissioning Partnership Board to review. However, due to delays by GMHSCP

in approving the TF for Oldham there was significant pressure to utilise the funds or face threat of them being withdrawn by GM. This meant that most schemes did not have metrics with baseline data defined at the time of approving the schemes.

- 1.8 Prior to the pandemic, there was pressure to ensure funds were spent as originally allocated resulting in some projects going ahead without a full set of metrics available to measure performance, with the caveat that work was undertaken by sponsors to retrospectively gather information required to monitor the impact of investment decisions. However, this situation was paused in March 2020 with the arrival of the COVID-19 Pandemic and changes to the funding regimes.
- 1.9 In March 2020 the arrival of the emergency COVID-19 Pandemic meant that the Transformation Fund was placed into national NHS command and control funding arrangements along with all other CCG funds. Block contract arrangements with providers were put in place for 2020/21. This meant that all programmes of work continued to be funded as was but with not scope to introduce new schemes.

2. Current Funding Position

- 2.1 Transformation funds are available to cover existing commitments for 2021/22, but these are non-recurrent funds. Should schemes be permanently required, then alternative recurrent sources of funding would still need to be identified.
- 2.2 The table below outlines anticipated 2020/21 expenditure to March 2021:

Scheme Name	Forecast Spend 2020/21 £000
Transformation Core & Extended Primary Care (Incl. Focused Care)	1,138
Transformation Urgent & Emergency Care	231
Transformation Thriving Communities	694
Transformation Locality Mental Health	588
Transformation Start Well	222
Transformation Seed Funding	442
Transformation Community Enablement	801
Transformation Fund - Collaborative	45
Transformation Acute Visiting Service	94
Transformation Express Care Hub	2
Transformation Health Champions	85
Sub-Total Locality Transformation Spend	4,342
GM Mental Health Transformation	1,761
Total Including GM MH Spend	6,103

- 2.3 2020/21 NHS Block Contract arrangements – For 2020/21, NHS England dictated block contract values payable to NHS Providers by CCG's were based on Provider M11 forecasts from 2019/20. This was to cover Providers' costs bases. It should therefore be noted that where schemes have been delivered by NHS providers the figures above may not represent the total spend on each scheme as providers had access to top-up allocations directly to cover costs over and above block contract values.

3 Next Steps for 2021/22

- 3.1 Funding arrangements for 2021/22 are still being confirmed with NHS England. The national planning guidance is due by the end of March 2021, but this will only cover the period April to September 2021 and initial guidance will not address additional areas of funding such as GM Transformation Funding.
- 3.2 It is proposed that all on-going schemes will be asked to submit impact statement along with sustainability plans including metric data if recurrent funding is being requested, which will then be considered as part of the system wide budgeting and financial prioritisation process.
- 3.3 The table below details known commitments at this time subject to block contract arrangements remaining the same as 2020/21;

Scheme Name	Potential Commitments 2021/22 £000
Transformation Core & Extended Primary Care	1,076
Transformation Urgent & Emergency Care	231
Transformation Locality MH	588
Transformation Start Well	219
Transformation Community Enablement	801
Transformation Management	104
Transformation Fund Collaborative	44
Transformation Acute Visiting Service	97
Sub-Total Locality Transformation Spend	3,160
GM Mental Health Transformation	1,256
Total Including GM MH Spend	4,416

- 3.3 Schemes wishing to request funding will be brought back to the Partnership Commissioning Board for consideration.

4 Conclusion

- 4.1 The Oldham Locality has utilised the Transformation Fund within the context of the locality plan and operating environment. The next phase of our transformation will be to ensure we build on the learning and best practice, keeping front and centre how we work together to improve people's health and help people be healthier.

5 Recommendation

- 5.1 The Commissioning Partnership Board are asked to:
- note the contents of the report; and
 - agree that a review will be undertaken for those schemes which require continued funding. This will be done as part of the system wide budgeting and financial prioritisation process. The outcome of this process will be the subject of a further report in due course to the CPB.