



**GREATER MANCHESTER HEALTH AND SOCIAL CARE PARTNERSHIP
STRATEGIC PARTNERSHIP BOARD**

Date: 29 April 2016

Subject: Locality Plan Assessment

Report of: Warren Heppolette

PURPOSE OF REPORT

The purpose of this paper is to describe to the Strategic Partnership Board (SPB) the process to review the 10 locality plans, transformation themes and cross-cutting programme plans.

It will also describe the next steps in terms of proposals to be submitted to the Transformation Fund and support to be provided to the development of locality plans.

RECOMMENDATIONS:

That the Strategic Partnership requests that the Strategic Partnership Board Executive identifies:

- Which localities are in a position to submit a proposal to the first wave of the Transformation Fund
- Which localities could be in a position to submit to the next wave and outline what work needs to be taken forward with and in that locality to enable them to submit a proposal in the next wave.
- Which localities are not in a position to submit a proposal to the Fund at this stage and what actions need to be taken forward with and in that locality to develop their locality plan.

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THE DEVELOPMENT OF LOCALITY PLANS, TRANSFORMATION THEME PLANS AND CROSS-CUTTING PROGRAMME PLANS

1. PURPOSE

- 1.1 The purpose of this paper is to describe to the Strategic Partnership Board (SPB) the process to review the 10 locality plans, transformation themes and cross-cutting programme plans.
- 1.2 It will also describe the next steps in terms of proposals to be submitted to the Transformation Fund and support to be provided to the development of locality plans.
- 1.3 The paper will describe:
 - The process to support the development of locality plans
 - The process to review all the plans and develop a GM assessment to indicate current progress in each locality
 - The proposed offer of external support to be offered to each locality
 - Next steps in the development of all the plans

2. INTRODUCTION AND CONTEXT

- 2.1 One of the key principles of the Transformation Fund is that the Fund will not be allocated on the basis of submitted bids, but it will be open for business from April 2016 and access will be through proposals submitted using either a locality plan or a transformation theme plan as its foundation.
- 2.2 It is recognised that each of the locality and transformation theme plans are at different stages of development and have different strengths and opportunities.
- 2.3 SPB has previously acknowledged that locality and transformation theme plans will need to demonstrate that they are investable propositions.
- 2.4 SPB has agreed that a process would need to be developed to assess the progress of each locality and transformation theme plan before a locality or transformation theme is invited to submit a proposal to the Transformation Fund. It would also enable an understanding of where localities, transformation themes and cross-cutting programmes may need some additional support to get to that point.
- 2.5 It was agreed that the first pass of this assessment would be completed by SPBE on 15th April.

3. SUPPORT TO DEVELOPMENT OF LOCALITY PLANS, TRANSFORMATION THEMES AND CROSS-CUTTING PROGRAMMES

- 3.1 The main objective of this process is to ensure that all localities, transformation themes and cross-cutting programmes have high quality,

investable plans. These plans will form the foundation of the Transformation Fund investment confirmation process for each locality.

- 3.2 The first stage of the process will be undertaken with locality plans, but it is proposed that the same process is followed to assess and understand the support requirements for each transformation theme and cross-cutting programme.

3.3 The process to support the development has five phases, which are described in figure 1 below.

Activity	1. Setting the questions	2. Creating a dashboard	3. Developing an Exemplar plan	4. Advisory Session	5. Plan finalisation
Description	KLOEs to translate the T Fund criteria into clear expectations to guide plan development	A set of metrics which can describe GM & localities 'as is' status & track impact from investment over time	A worked sample plan from within GM which responds to the questions	Presenting the metrics of each locality with a locality 'prescription'	Support to localities to complete the Locality Implementation Plan against the Questions
Input	Questions covering the full range of expectations across ambition, alignment, investment & Impact	Benchmark metrics across categories including: <ul style="list-style-type: none"> • Prevalence • Activity • Productivity • Configuration • Overall finance 	A current plan, tested, further developed and concluded against the KLOEs	Inputs may include: <ul style="list-style-type: none"> • Benchmarking tool • Locality prescription – areas that data show areas for impact • 5 year activity & finance plan • NHSE requirements • T Fund process 	Supporting on: <ul style="list-style-type: none"> • Inclusion of content and on Transformation themes 3,4,5 which need to be factored into the sustainability position • Any developments to the locality plan to meet the standard for the T Fund
Deliverables	Criteria for T Fund captured as objective KLOEs	Benchmark tool catching 15-20 metrics across GM & localities	A boilerplate version of a plan shown to meet the criteria of the T Fund & available to all	Assessment of work required on the plan to meet the standard & confirmation of areas of support	Designated time with each locality to provide required support.

Fig. 1

3.4 Setting the questions

This first part of the process outlines the key areas we would expect an investable plan to address. The diagram in figure 2 outlines the key areas that a locality plan should be addressing to demonstrate its ability to deliver.

Each locality plan is being assessed against the criteria outlined below in figure 2, which have been developed into detailed

Criteria	Alignment to GM strategy	Readiness to deliver	Stakeholder engagement	Robust financials	Foundation for future
Proposed tests for locality plan support	<ul style="list-style-type: none"> The locality plan covers all aspects of bubbles in sufficient detail A clear and comprehensive model of care is articulated in the plan There is reflection of the locality plan in individual organisation plans 	<ul style="list-style-type: none"> Intervention & impact identified by segment Implementation plan is complete with milestones & KPIs Clear governance arrangements exist and is supported by strong leadership Evidence of work on enablers (LCO model, single commissioning, contract, workforce, IT &, payment) The system can demonstrate a delivery track record 	<ul style="list-style-type: none"> Sufficient evidence that all parties in the locality have been engaged with the development of the plan and have formally confirmed their support for it Evidence of VCSE and H&WBB engagement on the plans 	<ul style="list-style-type: none"> There is agreement on size of gap within locality and between the locality and GM There is alignment of activity plans across locality The activity and financial plan closes the gap & underlying opportunity Clarity on the level & source of investment Sufficient detail on activity and finance 	<ul style="list-style-type: none"> Suggest this is not tested at this point as it relates to how the locality will spread learning to other localities
Suggested approach to independent testing	<ul style="list-style-type: none"> Desk top review of locality plan and org plans by devolution team Soft intelligence from devolution team Input from activity templates 	<ul style="list-style-type: none"> Review of implementation plan Intelligence on governance arrangements from devolution team Review of current metrics 	<ul style="list-style-type: none"> Soft intelligence from devolution team and suppliers 	<ul style="list-style-type: none"> Review of activity and finance returns 	<ul style="list-style-type: none"> N/A

Fig. 2

3.5 **Develop and create a impact assessment framework:**

A key component of the work to develop locality plans is to develop an impact assessment framework that will enable the GM system to understand where our system and each of the localities is against an agreed and common set of metrics, of which the categories could be:

- Prevalence
- Activity
- Productivity
- Configuration
- Overall finance

3.6 This will provide a baseline position from which we can assess progress at a GM and locality level and track impact over the next 5 years and demonstrate where we are effecting real change. This is yet to be compiled. Further detail around this will be brought to a future SPB meeting as work progresses.

3.7 The assessment that will be developed as a result of the review of locality plans (described in section 4 of this paper) will enable a review of each plan against the key criteria that it is suggested each locality plan should cover as outlined in figure 2.

3.8 **Develop an exemplar plan**

The key criteria detailed in figure 2 provide an outline of what an exemplar plan would look to address.

3.9 As a result of the review of locality plans and compilation of the assessment described, we will be in a position as a GM system to understand where there are examples of good practice that we can share with other localities as they continue to develop their plans and where there are particular challenges that we want to address.

3.10 **Establish and run advisory sessions**

Following the review and self-assessment of each locality plan and completion of the GM assessment, there will be a clearer understanding of the challenges within each locality to reach a position of being an investable proposition.

3.11 As the initial review will mainly be a desktop exercise, it will be important for the GM team and each locality to have an advisory session, where the outcome of the review process can be discussed.

3.12 This will enable a fuller consideration of what the review indicated and a fuller understanding of the issues that each locality will need to address in the further development of their plan.

3.13 This will also facilitate an agreement of the key actions that will be undertaken and any support that each locality will require to develop their plans and where that support will be sourced from.

3.14 This session will also look to include feedback from all of the transformation theme leads on their review of each locality plans and consideration of the key actions to ensure the approach of the localities and each theme is aligned.

3.15 **Finalise plans.**

Following the advisory session, it will be important to agree timescales for further iteration of plans and responsibility for delivery of key actions.

3.16 It will also be important to agree potential timescales for submission of proposals into the Transformation Fund.

3.17 It is proposed that the GM team agree a lead contact for each locality to ensure discussions continue between the locality and the GM team and the developing context is understood. This would also facilitate regular briefings to the locality of the development of the transformation themes.

4. **LOCALITY PLAN REVIEW**

4.1 Attached at appendix one is a process timeline for the assessment of locality plans.

4.2 Following the agreement of the key questions (using the criteria outlined in figure 2), an assessment template was developed to look at 5 overarching areas:

- Alignment to Greater Manchester (GM) strategy
- Readiness to deliver
- Stakeholder engagement
- Robust financials
- Overarching strategy

4.3 This template was considered by the GM Implementation Working Group on 24th March.

4.4 Following the agreement of the template, a process was developed for how this review would take place.

4.5 The review process was as follows:

- 10 people from the GM team and 4 people from PwC/Carnall Farrer Alliance were asked to be the GM review team.
- They were put into pairs (each GM person reviews 1 locality plan and each PWC person reviews up to 3 locality plans) and each pair was allocated a locality.
- Each pair was asked to separately review the most up to date locality plan and implementation plan and then arrange to discuss their assessments to create one locality assessment by 6th April.
- In the same time period, each locality was offered the opportunity to undertake a self-assessment of their plan (using the same template) and submit to the GM team by 6th April.

- A GM Director panel was convened on Monday 11th April to consider each GM review alongside the self-assessment and agree an overall position for each locality.
- The purpose of the GM panel was to moderate the assessments, ensure objectivity and agree key messages and support for each locality.
- Any discrepancies or inconsistencies have been discussed with localities.

5. EXTERNAL SUPPORT

5.1 Following the 15th April SPBE, it is proposed to hold a 1:1 meeting with each locality to confirm the assessment, and to confirm the areas of support required. This meeting would follow the below draft Agenda:

- A review of the assessment created from the evaluation.
- Confirmation from the locality on its willingness to engage with “on-the-ground” support (recognising localities may have already sourced such support independently).
- Discussion and agreement on the areas of support required from mid-April until June (e.g. clinical, financial, governance, etc).
- Agreement on a proposal for the right intensity of services (i.e. number of resources, and number of days per resource).

5.2 Upon completion of the 1:1 locality meeting, The GM team will oversee the drafting of a scope of work for each participating locality with an indicative work plan.

5.3 This will detail what on-the-ground competencies / skills are required to develop the plan further (e.g. clinical, financial, governance, document authoring, etc).

5.4 The external support team will work with each locality from mid-April until the assessment deadline in June to further iterate the plans according to the development areas outlined.

5.5 This support may focus on a mix of those furthest from the standard and/or, those closest to supporting the first wave of Transformation Fund Decisions subject to the recommendations of the SPBE.

Appendix one – Locality plan assessment process

DRAFT FOR DISCUSSION

Our three week plan to SPB Executive

We are proposing a short, intense assessment of locality plans based on key criteria and led by GM to inform the paper that will go to SPB Executives.

