SUMMARY OF REPORT:

This paper is presented monthly to Strategic Partnership Board and is intended to summarise the main business, agreements and actions of the GM Transformation Portfolio Board.

The Transformation Portfolio Board has met monthly since November 2016, is chaired by the GM HSCP Chief Officer – Nicky O’Connor, and its membership is the Senior Responsible Officers (SROs) for each of the programmes within the GM transformation portfolio.

KEY MESSAGES:

This paper has been considered by the April meeting of the GM Strategic Partnership Board Executive as an accurate record of the March meeting of the GM Transformation Portfolio Board.

The Board considered a range of management reports which measure delivery across the Transformation Portfolio: the GM Balanced Scorecard (transformation); the GM Transformation Portfolio highlight report and the GM transformation portfolio risk register.

The top 3 transformation risks were agreed to be: capital funding, resourcing and capacity and management of the portfolio in terms of benefits planning, interdependency and critical paths. It was agreed that the GM HSCP PMO will develop a GM approach to the identification, management, reporting and resolution of risks and issues, along with reporting frameworks for measuring delivery, benefits and interdependencies.

A number of the programmes were indicating delays in the development of implementation and benefits realisation plans and will be supported over the next few months by the GM PMO to develop these.
The Board also noted a range of key milestones that will be realised over the coming months (listed in s 3.5).

The Board received key updates from the LCO network, the Tameside and Glossop locality and the estates programme in an effort to share good practice and inform progression of interconnected programmes.

PURPOSE OF REPORT:

The purpose of this report is to summarise the business of the March Transformation Portfolio Board and outline the current progress, challenges and key risks of the Greater Manchester transformation portfolio and its constituent programmes at a locality and a GM level.

RECOMMENDATIONS:

The Strategic Partnership Board is asked to note the content of the report, including:

- Key decisions and recommendations;
- The significant milestones taking place over the next 3 months;
- Challenges and actions to be taken as a result of the programme reporting through the Balanced Scorecard;
- Key risks and issues identified as part of the transformation risk register

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1.0 PURPOSE

1.1. The purpose of this report is to summarise the business of the March Transformation Portfolio Board and outline the current progress, challenges and key risks of the Greater Manchester transformation portfolio and its constituent programmes at a locality and a GM level.

2.0 INTRODUCTION

2.1. The GM Transformation Portfolio

3.0 TRANSFORMATION PORTFOLIO - PROGRESS

3.1. The meeting considered a set of reports outlining progress, challenges, risks and key achievements for each of the programmes in terms of narrative and metrics:

- GM Balanced Scorecard – transformation metrics (see Balanced Scorecard as presented in the Performance update item)
- Transformation portfolio highlight report – March 2017 (attached as appendix to this paper)
- Transformation risk and issue register – March 2017 (attached as an appendix to this paper)
3.2. A review of the Balanced Scorecard highlighted progress to agree programme governance, strategies, implementation and benefits realisation plans. Four GM localities have yet to submit a proposal into the Transformation Fund process.

3.3. At the next meeting each programme will clarify when these will be finalised and where this is not clear the Board will agree where and what support will be needed to those programmes.

3.4. Plans are in place for 3 of the localities to submit proposals before the end of April.

3.5. The Board considered the first draft of a GM HSCP risk register, focussing on risks within the transformation portfolio. The risks have been developed from the existing partnership team risk register and from an analysis of the programme highlight reports. This has surfaced a set of common key issues and risks, which the TPB considered at its March meeting as part of the development of a GM HSCP risk register:

- GMHSC Partnership access to capital funding
- Resourcing and capacity
- Public engagement and consultation
- Interdependency and critical path mapping
- Clarification of the process for applications to the Transformation fund from GM level work programmes (transformation themes, enablers and cross-cutting programmes) along with the corresponding process to monitor delivery.

3.6. The top 3 transformation risks were agreed to be: capital funding, resourcing and capacity and management of the portfolio in terms of benefits planning, interdependency and critical paths.

3.7. A GM approach to the identification, management, reporting and resolution of risks and issues will be developed to enable a consistent approach across GM. In order to facilitate this all localities would send their locality risk registers to the GM HSCP PMO.

3.8. The Board noted the following key milestones to take place over the next few months:

- In April – Finalisation of the carers MoU; Bury and Rochdale localities to submit Transformation Fund proposals; locality workforce workshops to commence and confirmation of the process for the GM Digital Fund
- In May – Investment agreements in place for primary care reform programme; Wigan ICO operational in shadow form;
• In June – Final GM workforce strategy and process to agree a GM diabetes strategy confirmed

4.0 TRANSFORMATION PORTFOLIO DECISIONS / RECOMMENDATIONS

4.1. Transformation theme 2 – Transforming community services – LCO network and update from Tameside and Glossop

4.1.1. The Board received an overview of the GM LCO development network, which will look to recognise and identify common issues and solutions facing localities, in particular taking account of the regulatory landscape and the national Integrated Support and Assurance Process (ISAP).

4.1.2. Board were informed that the MCP contract will go live at the end of March and it is envisaged that there will be standardized programmes across GM.

4.2. Board requested an update on the progress of LCO development in all localities and the MCP contract to the April meeting.

4.2.1. Board also received the first of a series of updates from the localities – from Tameside and Glossop – on the progress with the integration and transformation of health and social care within the locality.

4.3. Transformation theme 5 – enabling reform – estates

4.3.1. The Transformation Portfolio Board considered a substantive item on the estates enabling programme of the transformation portfolio. The item outlined the progress to date including resource and capacity; governance; utilisation and disposal of estate; the development of a Masterplanning Framework.

4.3.2. The work in Manchester to develop the Gorton Hub - an integrated multi agency Community Hub involving Council, Health, Housing Trust, Central Government Department and Voluntary Sector and disposal of surplus assets. It provides a real opportunity to make a paradigm shift in the management and delivery of public services, through co-location and integration, within a modern, innovative and efficient environment and maximise community assets.

4.3.3. Gorton was highlighted as an example of LA and NHS working together – funded by Prudential Borrowing. It will be a key hub within the integrated place-based hub structure and is an essential aspect of the locality LCO strategy. It is intended that this service and property model can be replicated within the neighbourhoods of Manchester as part of the development of the Local Care Organisation and could be a model replicated across other parts of GM.

5.0 TRANSFORMATION PORTFOLIO BOARD - APRIL

5.1. The April meeting of the Transformation Portfolio Board will consider:
- The GM Balanced Scorecard (transformation section), risk register and highlight report to ensure milestones and metrics are on track / being delivered and that the appropriate governance and management is in place. Where timescales and next steps are unclear within the Portfolio agree if, where and the type of support that is required;

- Updates on workforce enabling programme, MCP contract, LCO network; GM Connect and capital funding;

- Update and key next steps agreed by the inaugural meeting of the GM PMO community – 11th April 2017.

6.0 RECOMMENDATIONS

6.1. The Strategic Partnership Board is asked to note the content of the report, including:

- Key decisions and recommendations;

- The significant milestones taking place over the next 3 months;

- Challenges and actions to be taken as a result of the programme reporting through the Balanced Scorecard;

- Key risks and issues identified as part of the transformation risk register