

**NHS BOLTON CLINICAL COMMISSIONING GROUP
Public Board Meeting**

AGENDA ITEM NO:8.....

Date of Meeting:27th April 2018.....

TITLE OF REPORT:	Locality Plan Quarterly Report	
AUTHOR:	Melissa Surgey Head of Planning, Performance and Policy	
PRESENTED BY:	Melissa Laskey Director of Service Transformation	
PURPOSE OF PAPER: (Linking to Strategic Objectives)	To update the CCG Board on progress to date on the Bolton Locality Plan and Transformation Fund. To inform the CCG Board of future developments planned in this area.	
LINKS TO CORPORATE OBJECTIVES (tick relevant boxes):	Deliver Year 2 of the Bolton Locality Plan.	√
	Ensure compliance with the NHS statutory duties and NHS Constitution.	
	Deliver financial balance.	
	Regulatory Requirement.	
	Standing Item.	√
RECOMMENDATION TO THE BOARD: (Please be clear if decision required, or for noting)	The CCG Board is asked to note progress to date and comment on the future developments set out in this paper.	
COMMITTEES/GROUPS PREVIOUSLY CONSULTED:	N/A	
REVIEW OF CONFLICTS OF INTEREST:	Conflicts of Interest are reviewed throughout the Locality Plan process.	
VIEW OF THE PATIENTS, CARERS OR THE PUBLIC, AND THE EXTENT OF THEIR INVOLVEMENT:	Patient views are not specifically sought as part of this report.	
OUTCOME OF EQUALITY IMPACT ASSESSMENT (EIA) AND ANY ASSOCIATED RISKS:	EIA and an assessment is not considered necessary for the report.	

1. INTRODUCTION

This report provides an update on Quarter 4 of the Bolton Locality Plan and a summary of key achievements for Year 2 of the plan (2017/18).

Previous quarterly Locality Plan reports have provided updates on:

- Key Transformation Fund projects
- System governance
- Programme monitoring and reporting processes
- Risk management

The report for Quarter 4 provides a further update on Transformation Fund project deliverables and wider system re-design, including progress towards establishing an Integrated Care Organisation (ICO) and Strategic Commissioning Function (SCF).

The report also includes further updates on the revised risk register, with key system risks and mitigations highlighted and an update on the end of year evaluation process for Transformation Fund projects.

2. QUARTER 4 HIGHLIGHTS

- System partners participated in an ICO peer-to-peer workshop facilitated by the Greater Manchester Health and Social Care Partnership (GMHSCP).
- Significant work has progressed on developing the vision and model for neighbourhood working in the locality (key to the Bolton ICO), which centres around primary care, adult community health services and adult social care. The neighbourhood model incorporates community assets and personalisation as key elements to promote emotional and physical wellbeing and enable communities to self-care and reduce reliance on traditional health and care services.
- Scoping is underway on the future model of integrated commissioning (the SCF) including options for further pooling of CCG and council budgets. A stocktake has been completed detailing all commissioned areas and current budget arrangements and is being used to inform ongoing discussions.
- 45 of 49 Bolton GP practices have gone live with the Bolton Care Record, covering 88% of the Bolton population with expansion to social care and other partners. Positive feedback has been received regarding improved information sharing and avoidance of unnecessary admissions and tests.

The CCG continues to support the remaining practices and encourage their support for the project.

- Kooth, a new service to help children and young people with their emotional wellbeing through online tools and counselling was launched. This service actively engages with schools, GP practices and community groups to raise awareness of the help which is available to children and young people in this area. Kooth received 60 new registrations to the service in the first month.
- The new Mental Health Crisis Care Diversion for A&E at Royal Bolton Hospital has gone live with the aim of providing care outside the ED (but on the hospital site) to patients presenting in crisis.
- In line with current national objectives, there has been a reduction in Continuing Healthcare (CHC) assessments being carried out in hospital. The majority of these assessments are now carried out in the community which has proven benefits to both the patient and staff. Assessments being undertaken in hospital were at 0% in February 2018 in comparison to 80% in 2017. This is as a direct result of the locality Discharge to Assess scheme.
- The first round of Prevention Partnership grants have been allocated, totalling £97,300 this year across 20 projects. 60% of these projects are run by 'micro' or small community and voluntary groups and include a toy library, music and arts activities and an allotment / 'grow your own' project.
- The personalisation and choice agenda is making good progress. 5 patients have been identified as appropriate for end of life care Personal Health Budgets (PHBs) with another 8 in the pipeline. The CCG Quality Nurse is leading a 'masterclass' on this topic for GM colleagues in July to share Bolton's good practice and learning. System partners are engaging in 'person centred and community approaches' with GMHSCP with a number of workshops planned to embed this across all services in the locality.

3. QUARTER 4 RISKS AND LOWLIGHTS

A refresh of the Locality Plan risk register has been undertaken in Quarter 4. This was following a number of risk management workshops facilitated by GMHSCP and brought the locality in line with the GM Risks and Issues Management Framework.

Significant risks to delivery of the Locality Plan are escalated to System Sustainability and Transformation Board (SSTB) and Health and Wellbeing Executive. Risks scoring 16 and above are reported quarterly to GMHSCP. Risks scoring 16 and above this quarter are:

Risk	Mitigation
Unsustainable financial position across locality	<ul style="list-style-type: none"> • Efficiency plans including CIP and QIPP • Continued use of aligned incentives contract to incentivise transformation with Bolton FT • Review of TF schemes to model financial savings and sustainability post-TF • System Directors of Finance to review organisation financial positions including 17/18 outturn and 18/19 plans
Increasing activity destabilises the health and social care system in Bolton	<ul style="list-style-type: none"> • Monitoring of activity and performance at Strategy and Planning Groups and System Sustainability and Transformation Board in place, including non-Bolton FT providers • Alignment of activity plans with Investment Agreement and reduction targets allocated to each project in place • Detailed action plans at specialty level being produced jointly between Bolton FT and the CCG to reduce activity and demand • Ongoing TF projects to trial new ways of working and demand reductions e.g. ED streaming, new primary care workforce, care homes quality improvement
Insufficient workforce capacity to deliver both TF and business as usual (BAU) services	<ul style="list-style-type: none"> • Locality workforce strategy developed • System wide Strategic Workforce Board established to oversee workforce agenda • £350k ring-fenced from TF monies (per year 17/18 & 18/19) for workforce innovation • Clarity required on GMHSCP delivered elements of GM workforce strategy and anticipated impact on localities required from GMHSCP • International recruitment initiative underway at Bolton FT • Establishment of 4 key workforce theme groups • New primary care workforce being tested

In Quarter 1 of 2018/19 the Locality PMO team will be working with the CCG Governance and Quality team to ensure alignment of the CCG's Board Assurance Framework (BAF) and the Locality Plan risk register.

4. BUSINESS CASE SUMMARIES

To ensure decisions to release Transformation Fund monies to Locality Plan programmes are robust and transparent, each project identified for funding is required to submit a business case summary presenting key information regarding the project details, evidence base, activity and outcomes, costings and milestones. These business case summaries are RAG rated according to the quality of the supplied information and checked against the original Transformation Fund bid. Once the business case summaries are sufficiently detailed, they are presented to SSTB for consideration and recommendation to the Health and Wellbeing Executive for funding confirmation. The following projects have been approved this quarter:

- Technology Enabled Care in Learning Disabilities: expansion of technology services for adults with learning disabilities and in supported living accommodation.
- Ask Sara (Technology Enabled Care): a web-based application to support patients to understand more about their health and wellbeing and empower them to self-care. The app can also be used by health and social care staff to work with the service user to identify appropriate health and care solutions and resources.
- Technology Enabled Care Training and Development: development of interactive educational materials to support health and social care workforce understanding of technology enabled care.
- Tele-care Assessors (Technology Enabled Care): recruitment of additional tele-care assessors to support the roll-out of technology enabled care solutions to patients.
- Integrated Neighbourhood Team Therapists: additional therapy staff to support the growing demand for these services. This is an interim solution pending further re-design of the Integrated Neighbourhood Teams in 2018/19.

Business case summaries have now been produced and scrutinised through system governance for all original Transformation Fund projects.

5. EVALUATION

The previous quarterly update gave an overview of a revised monitoring and reporting process for Transformation Fund projects which is now fully embedded. Compliance with the monthly monitoring returns has been good and a summary dashboard and reports are received at SSTB and Health and Wellbeing Executive for review and escalation.

These returns have been used to inform an end of year evaluation for each Transformation Fund project which are currently being finalised by each project lead and their Executive Sponsor. The evaluation includes:

- Delivery against agreed objectives, benefits and metrics.
- Project progress in 2017/18 and next steps for 2018/19.
- Key risks and issues.
- Transformation Fund spend to date.
- If the project requires recurrent funding and if so how this will be sourced.

The end of year evaluations will be presented to system leadership to inform discussions on 2018/19 Transformation Fund priorities and sustainability of projects into 2019/20.

As previously reported, the locality has an obligation to secure external evaluation for the overall Locality Plan. This was budgeted for in the original Transformation Fund bid and the locality has agreed to participate in a GM procurement for an external partner to achieve economies of scale. A Bolton representative has been involved in the GM task and finish group to develop the specification which is expected to be issued by the end of April.

6. LOOKING AHEAD: 2018/19

With all Transformation Fund projects now agreed, funded and underway with delivery, the focus for the first quarter of 2018/19 will be reviewing the 2017/18 end of year evaluations to address any underperformance or concerns and consider priorities for 2018/19.

Beyond the Transformation Fund, work will continue with system partners to develop and implement the models for the ICO and SCF, building on the strong progress already made.

7. RECOMMENDATIONS

The CCG Board is requested to review the progress made to date on development and implementation of the Locality Plan.