

## Appendix B: Summary of Recommendations in the Report and Actions Taken

No.	Recommendation	Actions	Status
R1	Business Cases contain all of the information that is expected under industry standards, such as guidance contained in the Integrated Support Assurance Process.	<p>All strategic business cases will use the Integrated Support Assurance Process, with the Senior Leader Team providing the first line of assurance to the GB that this is taking place.</p> <p>There are no such Business Cases in production at this time.</p>	Live from 1 April 2019.
R2	The GB should be explicit as to the governance process that it expects to be in place over the lifetime of the programme, particularly in relation to the frequency and content of updates it receives, the delegated authority it has provided to the Programme Board and the matters and decisions that are reserved for the Governing Body. Further documentation should be retained to evidence that governance.	<p>The Governing Body has reviewed and revised its Constitution in January 2019 and this has been agreed with the Council of Members and approved by NHS England.</p> <p>A revised scheme of delegation has been approved as part of this process with clear lines of reporting to both the GB and sub-committees.</p> <p>The Governing Body approved the terms of reference of the Altrincham Hub Programme Board with explicit reporting requirements.</p>	<p>Live from 1 April 2019.</p> <p>Live from 1 April 2019.</p> <p>Agreed by the GB 5 March 2019.</p>

R3	Actions resulting from GB meetings are clearly documented in an Action Tracker and are not closed until explicitly agreed by the GB.	A GB Action Tracker has been initiated.	Live from 5 March 2019.
R4	Professional advice continues to be sought, although the Governing Body should determine if it is receiving advice in all of the areas where it does not have the collective skills and experience to challenge and support management.	The Programme Board has GMHSCP finance and estates, Trafford Council strategic estates and NHSPS representation.	Live from 5 March 2019.
R5	CCG be required to confirm the governance processes are in place for the Hub and what decisions have been reserved to the Governing Body and those that have been formally delegated. We would expect decisions of substance to be reserved for the Governing Body. The CCG should formally rescind existing delegations in place in respect of the Hub and reassign responsibilities to current members of the GB to ensure remaining discussions are understood and managed appropriately.	<p>The new Constitution and scheme of delegation make clear what responsibilities are reserved for the GB and what are delegated to management.</p> <p>The GB agreed the Programme Board arrangements for managing the scheme, in line with the revised scheme of delegation.</p>	<p>Live from 1 April 2019.</p> <p>Agreed by the GB on 5 March 2019.</p>

R6	<p>The CCG continue to explore ways of decreasing the financial impact of the Hub through identifying tenants.</p> <p>The CCG should explore if there is an opportunity to change the indemnity that it previously provided to NHSPS and to obtain a share of the overage due from the developer.</p>	<p>The GB agreed its strategy for the future use of the Hub at its 5 March meeting in public based on an option appraisal developed in partnership with NHSPS and GMPSCP.</p> <p>The identification of tenants and the actions needed to secure them is a standing agenda item at the Programme Board.</p> <p>The CCG has worked in partnership with NHSPS and successfully secured a proportion of the overage associated with this scheme.</p>	<p>Agreed on 5 March 2019.</p> <p>Agreed by 31 March 2019.</p>
R7	The CCG and NHSPS review their contracts with the developer to ensure that there were	NHSPS have reviewed the contracts with the developer to establish if there were any limitations on the employment of	Agenda item for 22 July 2019 Programme

	no limitations on Citybranch employing former CCG employees.	former CCG employees.	Board.
R8	Without exercising formal legal direction, GMHSCP exercise oversight of future decisions taken by the GB in relation to the scheme.	GMHSCP are members of the Programme Board and have confirmed they do not require any additional oversight.	Agreed at 29 April Programme Board.
R9	In relation to Park Practice the CCG reviews its policy for allocating capital and revenue funding to GP practices and ensures that the criteria for prioritising competing demands is transparent. Further the CCG should retain evidence that this criterion has been applied.	A primary care strategy, including and estates strategy, is currently being developed for the CCG. This will be reviewed by the SLT and the Primary Care Commissioning Committee prior to seeking approval from the GB.	To be reviewed by the GB in September 2019.