

HEALTH AND WELLBEING BOARD

27 September 2016

Title:	Update on North East London Sustainability and Transformation Plan (NEL STP) for Barking and Dagenham Health and Wellbeing Board
Report of the Accountable Officer, Barking and Dagenham, Havering and Redbridge Clinical Commissioning Groups	
Open Report	For Information
Wards Affected: ALL	Key Decision: No
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Sponsor: Conor Burke, Accountable Officer, Barking and Dagenham, Havering and Redbridge Clinical Commissioning Groups	
Summary: <p>This report provides a further update to the Board on the development of the north east London Sustainability and Transformation Plan (NEL STP).</p> <p>A draft 'checkpoint' STP was submitted to NHS England on 30 June 2016; it formed the basis of a local conversation with NHS England on 14 July. A public facing summary of progress to date is included in Appendix A.</p> <p>The STP Board is establishing a working group of senior representatives from partner organisations to develop the STP governance. This includes Local Authority representation.</p> <p>We expect to hold public events across north east London over the coming months, so we can discuss it with local people enabling us to gather feedback, test our ideas and strengthen our STP.</p> <p>Further work is continuing to develop the plan in more detail; the next iteration of the plan will be submitted to NHS England in October. Additional updates will be presented to the Board as they become available.</p> <p>For Barking & Dagenham, Havering and Redbridge, it remains the case that the detail of the local contribution to the Sustainability and Transformation Plan for north east London has been developed through the established programme to draft a business case for an Accountable Care Organisation.</p>	
Recommendation(s) The Barking and Dagenham Health and Wellbeing Board is recommended to note the: <ul style="list-style-type: none">• summary of progress to date in Appendix A• proposed approach to developing governance arrangements for the STP	

Reason(s)

The NEL STP Board is developing a plan as stipulated by the NHS England guidance. The plan will reflect the work that has been initiated as part of the local devolution bid approved in December 2015, and which is being taken forward through the local programme to develop a business case for an Accountable Care Organisation.

1 Introduction and Background

- 1.1 In December 2015 NHS England planning guidance required health and care systems across the country to work together to develop sustainability and transformation plans (STPs). An STP is a new planning framework for NHS services which is intended to be a local blueprint for delivering the ambitions NHS bodies have for a transformed health service, which is set out in a document called Five Year Forward View (5YFV). England has been divided into 44 areas (known as footprints); Barking and Dagenham is part of the north east London footprint. Further background information about STPs was presented on [26 July](#) to the Board.
 - 1.2 The NEL STP describes how locally we will meet the 'triple challenge' set out in the NHS Five Year Forward View, to:
 - meet the health and wellbeing needs of our population
 - improve and maintain the consistency and quality of care for our population
 - close the financial gap
 - 1.3 The STP builds on existing local transformation programmes and supports their implementation. These are:
 - Barking and Dagenham, Havering and Redbridge: devolution pilot (accountable care organisation)
 - City and Hackney: Hackney devolution in part
 - Newham, Tower Hamlets and Waltham Forest: Transforming Services Together programme
 - The improvement programmes of our local hospitals, which aim to support Barts Health NHS Trust and Barking, Havering and Redbridge University Hospitals NHS Trust out of special measures
 - 1.4 For Barking & Dagenham, the work to develop the detail underpinning the STP is being taken forward jointly with Havering and Redbridge through the work to develop the business case for an Accountable Care Organisation¹. The issues that any ACO would need to address in order to achieve improved outcomes from health and social care, in the context of a financially sustainable health economy, will be reflected in the contributions from Barking & Dagenham, Havering and Redbridge to the NEL STP.
 - 1.5 Additional NHS England guidance issued on 19 May, stated that the draft STP to be submitted on 30 June would be seen as a 'checkpoint'. The submission formed the basis of a local conversation with NHS England on 14 July.
 - 1.6 Formal feedback on the submission was received at the end of August; it asked that the next draft of our STP, due to be submitted to NHS England on 21 October:
 - Clearly articulates the impact the STP proposals would have on the quality of care
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- Provides more detail, with clear and realistic actions, timelines, benefits (financial and non-financial outcomes), resources and owners
- Includes plans for primary care and wider community services that reflect the [General Practice Forward View](#)
- Contains robust financial plans that detail the financial impact and affordability of what is proposed
- Sets out plans for engagement with local communities, clinicians and staff

2 Proposal and issues

- 2.1 Appendix 1 provides a summary of progress to date: Better health and care: developing a sustainability and transformation plan for north east London; it is also available at: <http://www.nelstp.org.uk/downloads/Publications/NEL-STP-summary-2016.pdf>

Governance and leadership arrangements

- 2.2 The STP Board has agreed to take an inclusive and engaging approach to developing the governance arrangements required, recognising the need to ensure all partners are thoroughly engaged in the process and the governance implications across the system are understood and aligned to the existing organisational governance and regulatory regime. The STP Board is establishing a working group of senior representatives from partner organisations to develop the STP governance. This includes Local Authority representation. The group is chaired by Marie Gabriel, Chair, East London NHS Foundation Trust. The group aims to have a proposal for the governance arrangements developed for testing and implementation in October. This initial set of arrangements will operate in shadow and be reviewed in January 2017 to check its effectiveness, with the aim of full implementation from April 2017. Best practice and expert advice will be sought to support the development of the governance. It is also anticipated that NHSE will release guidance at the end of September 2016.

Transformation planning

- 2.3 Since the submission on 30th June discussions have been held to agree how we will work together to carry out the more detailed transformation planning that is required for the next submission in October. This process began with a series of workshops in July in each of the following areas in the NEL STP footprint: Barking & Dagenham, Havering and Redbridge; City & Hackney; and Waltham Forest, Newham and Tower Hamlets. Following these meetings the NEL Clinical Senate met and ratified a proposal to progress a range of transformation initiatives at three delivery levels (locally led / locally led with NEL coordination / NEL led with local delivery).
- 2.4 To implement this model 10 core workstreams have been established with SROs and Delivery Leads identified. Each workstream is developing their own governance and working group arrangements to support the process with more detailed planning ahead of the next submission in October, engaging with local lead across the system.

The workstreams are:

- Prevention (locally led with NEL coordination)
- Local Integration plans (locally led)
- Primary Care (locally led with NEL coordination)
- Planned Care (NEL led with local delivery)
- Maternity (NEL led with local delivery)
- Cancer (NEL led with local delivery)
- Unscheduled Care (NEL led with local delivery)
- Mental Health (locally led with NEL coordination)
- Medicines Optimisation (locally led with NEL coordination)
- Learning Disabilities (locally led with NEL coordination)

2.5 As an example, a workshop was held with CCG and Local Authority representatives on 23 August to discuss the priority prevention programmes where joint working across NEL may enable greater benefits than are achievable through local working alone. This resulted in the recommendation to coordinate our efforts across NEL in three priority areas initially:

- Smoking cessation and tobacco control
- National Diabetes Prevention Programme rollout
- Workplace health

2.6 Nominations are being sought to take part in working groups to further progress our plans in these areas, once they are confirmed by Directors of Public Health.

Next steps

2.7 Further work is underway to produce a **detailed plan** to be submitted to NHS England in October.

2.8 To help us with the process of **developing and implementing our STP** we have engaged the Local Government Association (LGA) to provide the following support:

- Stage one: individual HWB or cluster workshops to explore self-assessment for readiness for the journey of integration - with the use of a toolkit launched at the recent LGA conference and being piloted until early October
- Stage two: NEL strategic leadership workshop to consolidate outputs from individual HWB / cluster workshops and to explore potential strategies and ways to strengthen the role of local authorities.

3 Mandatory Implications

Joint Strategic Needs Assessment

3.1 A [public health profile for north east London](#) (March 2016) is being used to help us understand the health and wellbeing, care and quality and the financial challenges locally and identify priorities for inclusion in the NEL STP. Details were presented to the last HWB.

3.2 The public health profile for north east London identifies common themes that are also identified with the Barking and Dagenham JSNA, as outlined below:

- According to the updated Index of Multiple Deprivation (2010), Barking and Dagenham continues to be in the bottom 7% of most deprived boroughs. In a population weighted ranking the borough is 8th worst in England.
- In Barking and Dagenham there is predicted to be an increase in population from 203,060 to 223,185 between 2015 and 2020, an increase of 9.9%. The 2011 Census found that the population of children aged 0-4 years had grown by 49% in the previous ten years, the highest growth for this age group in England and Wales. In 2013 the numbers of children under 5 years made up 10% of the population and between the ages of 0-19 made up 32% of the population.
- By the end of March 2014, 10,797 people had been detected with diabetes in Barking and Dagenham, a 6.7% rise on the March 2013 figure (10,260) and a 28.6% rise on the March 2010 figure (8,349). The prevalence of diagnosed diabetes in the borough is 7.3%, higher than the England average of 6.2%. It is estimated that 16% of the total number of people predicted to have diabetes are currently undetected.
- Barking and Dagenham has a significantly higher prevalence of overweight and obese adults when compared with London and is similar to that of England. In 2013/14 Barking and Dagenham had the ninth highest proportion of overweight and obese children in Reception class (26.8%) and the third highest proportion in Year 6 (42.2%) in England. Provisional measurements for 2014/15 indicate that the prevalence of children in reception year that are obese or overweight increased by 1%, while the prevalence of overweight or obese children in year 6 fell by 1.9%.
- Cancer contributes significantly to the health inequalities gap. There are 352 cancer deaths per 100,000 people each year in LBBB, the second highest rate between all London CCGs after Tower Hamlet. This is over 21% higher than the England average of 290 death per 100,000 population. The one year survival rate for all cancers in 2012 was 64%, the lowest in London at 69.7% and 69.3% for England.

Health and Wellbeing Strategy

- 3.3 The NEL STP links well with the Barking and Dagenham Health and Wellbeing Strategy 2015-18 which identifies three important stages of life: starting well, living well and aging well. Many of the emerging themes of the STP are covered in B&D HWBB strategy including prevention; care and support; and improvement and integration.

Integration

- 3.4 The STP will act as an 'umbrella' plan for change: holding underneath it a number of different specific local plans to address certain challenges. It will build on existing local transformation programmes and support their implementation. These include the Barking and Dagenham, Havering and Redbridge: devolution pilot (accountable care organisation).

Financial Implications

Completed by: Helena Pugh, Local Authority Engagement Lead, NEL STP

- 3.5 The NEL STP will include activities to address current financial challenges across the health and social care economy. The ambition is to ensure that all NHS

organisations are able to achieve financial balance by the end of the five year period of the plan.

Legal Implications

Completed by: Helena Pugh, Local Authority Engagement Lead, NEL STP

- 3.6 The NEL STP Board is developing a plan as stipulated by the NHS England guidance.

Risk Management

- 3.7 Risk management arrangements are being put in place by the north east London STP Board as part of planning for the STP; the board will be considering any risks on an on-going basis, will nominate officers responsible for identifying and carrying out mitigating actions.

Patient / Service User Impact

- 3.8 The involvement of patients, staff and communities is crucial to the development of the STP. We want it to be based on the needs of local patients and communities and command the support of clinicians, staff and wider partners. Where possible, we will build on existing relationships, particularly through health and wellbeing boards and patient panels and forums.
- 3.9 We are meeting with local public and voluntary stakeholders to discuss the plan. We held a successful meeting where partners, lay members and voluntary groups considered the challenges and opportunities of the STP. We have developed a website, <http://www.nelstp.org.uk> which shares some key points, links and background information about the STP and draws attention to the newly developed summary plan. We are also seeking to work with the voluntary sector to commission local organisations to engage with local people.

Publicly available information associated with this report

- NHS Five Year Forward View <https://www.england.nhs.uk/ourwork/futurenhs/>
- Guidance on submission of Sustainability and Transformation Plans <https://www.england.nhs.uk/wp-content/uploads/2016/05/stp-submission-guidance-june.pdf>

List of Appendices

Appendix A: Better health and care: developing a sustainability and transformation plan for north east London (A summary of progress to date), Summer 2016

This is attached as Appendix A but can also be viewed at

<http://www.nelstp.org.uk/downloads/Publications/NEL-STP-summary-2016.pdf>