



**NORTH EAST LONDON  
SUSTAINABILITY & TRANSFORMATION PLAN**



# North east London Sustainability and Transformation Plan

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During 2016, 20 organisations across eight local authorities have worked together to develop a sustainability and transformation plan (STP) for north east London.

The plan sets out how the ambitions of the NHS Five Year Forward View will be turned into reality and describes how north east London (NEL) will:

- Meet the health and wellbeing needs of its population
- Improve and maintain the consistency and quality of care for our population
- Close the financial gap.

Each organisation faces common challenges including a growing population, a rapid increase in demand for services and scarce resources. Working together to address these challenges will give us the best opportunity to drive change and to make sure health and care services in north east London are sustainable by 2021.

On 21 October 2016 we submitted an [updated narrative](#), [updated summary](#) and [eight delivery plans](#) describing the main priorities of the STP to NHS England and NHS Improvement.



# Links with other local plans

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The STP builds on existing local transformation programmes and supports their implementation including:

- Barking and Dagenham, Havering & Redbridge (accountable care system) and City & Hackney devolution pilots
- 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.

We are actively seeking to collaborate across NEL where it makes sense to do so and have formed a NEL wide group to share learning from the devolution pilots and transformation programmes which underpin the emerging accountable care systems.



# Our vision and priorities

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To measurably improve health and wellbeing outcomes for the people of NEL and ensure sustainable health and social care services, built around the needs of local people.

To develop new models of care to achieve better outcomes for all, focused on prevention and out-of-hospital care.

To work in partnership to commission, contract and deliver services efficiently and safely.

## **To achieve this vision, we have identified a number of key priorities:**

- The right services in the right place: Matching demand with appropriate capacity in NEL
- Encourage self-care, offer care close to home and make sure secondary care is high quality
- Secure the future of our health and social care providers. Many face challenging financial circumstances
- Improve specialised care by working together
- Create a system-wide decision making model that enables placed based care and clearly involves key partner agencies
- Using our infrastructure better



# Delivering the NEL STP

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To deliver the STP we are building on existing local programmes as well as setting up eight work streams to deliver the priorities. The workstreams are cross-cutting NEL wide programmes, where there are benefits and economies of scale in consolidating a number of system level changes into a single programme. These are:

- Promote prevention and personal and psychological wellbeing in all we do
- Promote independence and enable access to care close to home
- Ensure accessible quality acute services
- Productivity
- Infrastructure
- Specialised commissioning
- Workforce
- Digital enablement

Each of the eight delivery plans sets out the milestones and timeframes for implementation.



# Involving local people and stakeholders

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Our plans and priorities must be developed with those who use, pay for or work for the NHS. Their engagement is vital.

- During the summer we produced a summary of progress and shared the first draft STP on our website. We met with a number of MPs; arranged for elected members from each borough to meet the STP executive; engaged with Overview and Scrutiny Committees, Health and Wellbeing Boards and the Local Government Association; involved local authority staff; met with local patient and campaign groups; presented the plans to clinical groups and staff; held events on particular topics and with key stakeholders and discussed the plans at public board meetings of all NHS partners.
- On 21 October we submitted an updated narrative, eight delivery plans and a communications and engagement plan to NHS England. We have published these on our website [www.nelstp.org.uk](http://www.nelstp.org.uk)
- Over the coming months we are encouraging staff and stakeholders including councils and Health and Wellbeing Boards to make their views known. We are actively working with local Healthwatches and other community networks to gauge the views of the public and local interest groups.



# Governance

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A group (including health organisations, local authorities and Healthwatch) has been set up to review and update the governance arrangements.

As key players in the development and delivery of the STP, especially in ensuring it meets the needs of the many different communities, local authorities will be suitably represented.

The group has developed a shadow governance structure and initial terms of reference which strengthens existing forums such as the STP Board and adds several new bodies, most notably:

- A Community Council – of residents, voluntary sector, councillors and other key stakeholders
- An Assurance Group – an independent group of audit chairs to provide assurance and scrutiny
- A Political Leaders Advisory Group
- A Financial Strategy Group – to provide oversight and assurance of the consolidated financial strategy



# Finances – how will we pay for this?

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If we do nothing to address NHS financial challenges we will have a shortfall of £578 million by 2021 as our increased income will not keep pace with expenditure. If we carry on with ‘business as usual’ efficiencies of 2% a year, we will have a shortfall of c£336 million by 2021.

In local authorities and the Corporation of London, if we consider adult social care, the Better Care Fund, children’s services and public health, there will be a £238 million shortfall by 2021 if we take no action to address the issues.

We will find savings and reduce these gaps by:

- Delivering individual organisations’ savings programmes – making them more efficient and effective
- Working together – using our local transformation programmes to achieve savings; combining back office functions such as HR, finance, facilities management and IT to improve services and make savings; consolidating services and sharing good practice, which can improve productivity and save money; using our buildings more efficiently; using our collective buying power to secure better value contracts, for example medicines
- Working with local people to co-design new services that better meet their needs, and identify opportunities for productivity and efficiency improvements
- Accessing funding from the national Sustainability and Transformation Fund, but this is conditional on the quality of our STP.





# Equality

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A screening to consider the potential equality impacts of the proposals has been completed. This is on our website [www.nelstp.org.uk](http://www.nelstp.org.uk)

The screening includes:

- An assessment of the level at which the analyses need to be conducted (London-wide, regional, local area or borough level)
- A screening of the overarching *Framework for better care and wellbeing*
- Description of the actions to be taken

The screening recognises the initiatives included in the STP will be implemented at different times and that further analyses will need to be undertaken over the life of the programme.



# Next steps

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The STP is currently being developed further and the latest draft submission is being circulated to health and social care partners.

We anticipate feedback from NHS England and NHS Improvement early in 2017, and will continue to evolve the STP following feedback from our local partners, local people and the national bodies.

We welcome your comments and input as we further develop the plans. Key questions we are asking are:

- What do you think about what we have chosen to focus on?
- Do you think we have the right priorities?
- Is there anything missing that you think we should include?

To find out about STP-related events, sign up to our newsletter or read a more detailed version of the STP at: [www.nelstp.org.uk](http://www.nelstp.org.uk)

For more information please contact us on [nel.stp@towerhamletsccg.nhs.uk](mailto:nel.stp@towerhamletsccg.nhs.uk)

