

HEALTH AND WELLBEING BOARD

14 June 2016

Title:	Update on North East London Sustainability and Transformation Plan (NEL STP)
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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Summary: <p>This report provides an update to the Board on the development of the north east London Sustainability and Transformation Plan (known as the NEL STP). While the mandate for the STP development and sign off lies with health partners, local authorities are integral to its development, and have an important role to play in ensuring its success.</p> <p>Appendix A provides an update on the plan's development including the draft vision, priorities and enablers which have been identified to support the work of the STP. (This information has been circulated to the eight local authority areas in NEL.) As part of the STP development, several workshops are being held with key stakeholders to ensure their perspectives are reflected and woven into the STP.</p> <p>A draft 'checkpoint' STP will be submitted to NHS England on 30 June 2016, and further work will continue beyond this to develop the plan in more detail. Additional updates will be presented to the Board as they become available.</p> <p>For Barking & Dagenham, Havering and Redbridge, the detail of the local contribution to the Sustainability & Transformation Plan for north east London will be the propositions developed through our established programme to develop a business case for an Accountable Care Organisation.</p>	

Recommendation(s)

The Barking and Dagenham Health and Wellbeing Board is recommended to:

- (i) Discuss the approach set out in Appendix A covering the vision, draft priorities and enablers which have been identified to support the work
- (ii) Provide feedback to the NEL STP Team

No formal decisions are required arising from this report.

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) for accelerating the implementation of the NHS 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. STPs are place-based, five year plans built around the needs of local populations.
- 1.2 Further guidance was issued on 19 May which sets out details of the requirements for 30 June. The guidance states that the draft STP will be seen as a 'checkpoint' and does not have to be formally signed off prior to submission; it will form the basis of a local conversation with NHS England in July. Further work will continue beyond this to develop the plan in more detail.
- 1.3 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.

2 Proposal and issues

- 2.1 Appendix A provides an update on the progress towards developing the NEL STP, covering the draft vision, priorities and enablers which have been identified to support the work.

¹ For further details on the Accountable Care Organisation proposition and its background, refer to Board papers for 20 October 2015 (minute 33), 8 December 2015 (minute 51), 26 January 2016 (minute 68), 8 March 2016 (minute 81).

- 2.2 In terms of shaping local work, and informing the development both of the NEL STP and the ACO business case, there has been significant activity to bring a range of perspectives and priorities into an emerging overall strategy. These have included:
- Workshops for clinicians to develop the priorities for clinical improvement;
 - Local authority workshops that have sought to expand a wider vision for population health improvement and links between health impact, worklessness, welfare and housing;
 - Substantial work to ensure a developed locality model that can form the basis for the future operating model for accountable care across Barking & Dagenham, Havering and Redbridge;
 - Two voluntary sector workshops to expand the range of voices informing the development of the potential ACO proposition;
 - Regular meetings of senior finance representatives of the constituent organisations, facilitated by PwC, in order to ensure that the emerging financial model is robust, both in terms of the challenge and the activities that can close the gap.
- 2.3 A telephone survey of 1,000 people from each of the three boroughs has been completed and the first cut of the results are being reviewed to see how they shape and refine the vision for local health and social care services. Additionally, a staff survey received 746 responses, by far the highest number of respondents (around a third of the total) being from Barking & Dagenham Council. Again, this is providing useful information to guide thinking about the future model of services.
- 2.4 In governance terms, the development of the business case and the content to contribute to the NEL STP is overseen by the Democratic and Clinical Oversight Group, which has been meeting with a fortnightly frequency to take regular update reports and to shape the emerging propositions. It is chaired by the Leader of Barking & Dagenham Council, Cllr Darren Rodwell, with the Health & Wellbeing Board Chair, Cllr Maureen Worby as a member, together with non-executives, medical directors and CCG clinical directors. The practical work is overseen on their behalf by the Accountable Care Organisation Executive Group and a Steering Group of officers, which has lately been expanded to include PwC who are leading the financial modelling. In mid-June, the product of the various workstreams will be brought together into an overall account of how the system will function under the any accountable care arrangements.
- 2.5 The Board is reminded that the decisions on any formal organisational arrangements surrounding the Accountable Care Organisation will be taken through the appropriate statutory governance mechanisms in place for all constituent organisations, and none of the collaborative arrangements in place are designed to replace this requirement.

3 Mandatory Implications

Joint Strategic Needs Assessment

- 3.1 A recent public health profile of north east London (March 2016) is being used to help us understand the health and wellbeing, care and quality and the financial challenges locally.

Health and Wellbeing Strategy

- 3.2 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. These are included in the draft one page summary at the back of Appendix A. 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

- 3.3 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

- 3.4 The NEL STP will include activities to address current financial challenges.

Legal Implications

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

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

Risk Management

- 3.6 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

- 3.7 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.

- 3.8 In addition, we are taking account of recent public engagement on the transformation programmes outlined above and where relevant the outputs are being fed into the STP process; this will ensure that the views of residents from each local authority area are incorporated into the draft submission. In addition, a specific session was held for Healthwatch and patient engagement forum chairs to discuss the STP and how they would like to be engaged.

Public Background Papers Used in the Preparation of the 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: Delivering the NHS five year forward view: development of the north east London Sustainability and Transformation Plan