

Meeting	Health and Well-Being Board
Date	12 <sup>th</sup> June 2014
Subject	<b>Barnet CCG's Strategic and Delivery Plan 2014 - 2019</b>
Report of	CCG Chief Officer
Summary of item and decision being sought	This paper updates the Health and Well-Being Board on Barnet CCGs submissions to the NHS England strategic planning process and on the development of Barnet CCG's Strategic and Delivery Plan 2014-2019
Officer Contributors:	John Morton, Chief Officer, Barnet CCG
Reason for Report	The CCG is required to submit a 2 year (operational) and 5 year (strategic) plan to NHS England. These plans are templates and not traditional narrative plans. In addition Barnet CCG will develop an annual delivery plan which is not a national requirement.
Partnership flexibility being exercised	N/A
Wards Affected	All
Status (public or exempt)	Public
Appendices	Appendix 1 Summary of Barnet CCG Operating Plan 2014/15 & 15/16 Appendix 2 High level strategy and 2014-16 Strategic Priorities
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## **1. RECOMMENDATIONS**

- 1.1 That the Health and Well-Being Board signs up to the Barnet CCG Strategic Plan and note the national planning submissions in relation to the Operating Plan.**
- 1.2 That the Health and Well-Being Board notes the development of the local Barnet CCGs Strategic and Delivery Plan 2014 -2019.**
- 1.3 That the Health and Well-Being Board considers whether they would value a further update on the plan following final development of Barnet CCGs Strategic and Delivery Plan.**

## **2. RELEVANT PREVIOUS DISCUSSIONS AND WHERE HELD**

- 2.1 Health and Well-Being Board, 27<sup>th</sup> June 2013. The Board approved the Barnet CCG Recovery Plan as set out in the report, but only on the basis that NHS England 'business rules' do not apply.
- 2.2 A paper outlining the NHSE strategic planning process was taken to Barnet CCG Governing Body on 30<sup>th</sup> January 2014.
- 2.3 Discussion of the NHS England planning requirements and process at the Health and Wellbeing Board on the 20<sup>th</sup> March 2014.
- 2.4 Approval of the CCG Operating Plan for 2014/15 at the Barnet CCG Governing Body on the 29<sup>th</sup> May 2014.

## **3. LINK AND IMPLICATIONS FOR STRATEGIC PARTNERSHIP-WIDE GOALS (SUSTAINABLE COMMUNITY STRATEGY; HEALTH AND WELL-BEING STRATEGY; COMMISSIONING STRATEGIES)**

- 3.1 Barnet CCG and London Borough of Barnet have launched our 'Barnet Call to Action' which provides for:
  - much greater integration of health and social care
  - exploring working models for sharing risks and resources
  - considering organisational synergies for commissioning support
- 3.2 The Health & Well-Being Board has been involved in a major element of this strategic planning process through its Better Care Funding Submission on February 14<sup>th</sup> 2014. This relates to increased integration of adult health and social care services.
- 3.3 Barnet CCG's 2 and 5 year plans are both written within the framework of the Health & Well-Being Strategy. As plans develop, the CCG will seek to work with London Borough of Barnet to identify other synergies and opportunities for joint commissioning or joint working.

## **4 NEEDS ASSESSMENT AND EQUALITIES IMPLICATIONS**

- 4.1 None specifically relating to this report, through the strategic plans will be developed with thorough consideration of the JSNA, and in compliance with the Equalities Act (2010).

## **5. RISK MANAGEMENT**

- 5.1 The Health and Well-Being Board is referred to the CCG Board Assurance framework and Risk Register which are included in the CCGs public board meeting available on the CCG website.
- 5.2 The relevant BAF entries are 1a, 3h, 3k and 4b and the risk register 3.21 specifically on the Better Care Fund- 3.25 and 3.26.

## 6. LEGAL POWERS AND IMPLICATIONS

- 6.1 None specifically relating to this report

## 7. USE OF RESOURCES IMPLICATIONS- FINANCE, STAFFING, IT ETC

- 7.1 The Health and Well-Being Board has previously received the Barnet CCG recovery plan which covered two years including 2014/15. The delivery plan mentioned below builds on the existing recovery plan. The CCG over delivered the recovery plan in 2013/14, moving from a deficit of £34M to £9M. The position overall shows an improvement and demonstrates that the CCG returns to in-year breakeven position in 2017-18, a year earlier than previously shown. There is however a short term deterioration in the position for 2014-15 and 2015-16.

£ 000	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
Surplus/(Deficit) In-Year (@ March)	(21,586)	(13,081)	(7,399)	(8,097)	(3,803)	(818)
Surplus/(Deficit) In-Year (@ April)	(21,586)	(14,975)	(9,501)	(3,800)	913	6,043
Movement	0	(1,894)	(2,102)	4,297	2,900	6,861

- 7.2 The annual figures shown above are the in-year positions only. The full Operating Plan submission applies NHS Business Rules whereby previous years' deficits are returned to the CCG. Deficits are deducted from the annual resource allocation and consequently may be reflected in a reported worsening financial position.
- 7.3 When applying NHS Business rules, the financial position across the five year plan is:

Surplus/(Deficit) £ 000	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
In-Year	(21,586)	(14,975)	(9,501)	(3,800)	913	6,043
Cumulative	(19,500)	(34,476)	(43,977)	(47,777)	(46,864)	(40,822)
Updated for 13-14 outturn	(9,000)	(23,975)	(33,476)	(37,276)	(36,363)	(30,320)

- 7.4 This demonstrates that when business rules are applied financial recovery will take much longer and well beyond the five year planning cycle.

## 8. COMMUNICATION AND ENGAGEMENT WITH USERS AND STAKEHOLDERS

- 8.1 Throughout the past year, events have been held that involve service users in the development of these plans. Barnet CCG Governing Body have also agreed to establish a Patient and Public Engagement Committee of the Governing Body to refresh and develop the CCG's Engagement Strategy and Plans, and oversee implementation, working in partnership with key stakeholders including the main providers. They are also establishing Patient Reference Group (PRG), as a permanent forum made up of individuals and organisations, which will provide a two-way communication channel between patients, the public of Barnet, and Barnet Clinical Commissioning Group.

## **9. ENGAGEMENT AND INVOLVEMENT WITH PROVIDERS**

- 9.1 The CCG's in North Central London have held a number of events with provider Chief Executives.
- 9.2 The Clinical Commissioning Programmes work with providers to deliver good share ownership.

## **10. DETAILS – The Strategic Plan 2014-2019 and Delivery Plan 2014/15 and 15/16**

### **10.1 Introduction**

Under NHS national planning guidance Barnet CCG was required to submit to NHS England in April 2014 the following templates:

- Operating Plan including 5 year financial plan (detailed in section 3 of this report)
- Better Care Fund plan
- Five year strategic plan – Key Lines of Enquiry

The external submissions are now complete, although these are currently still under review and the CCG continues to receive queries in relation to some aspects. These are proforma plans and not in narrative form. Should the Health and Wellbeing board wish to comment on the plan these comments can be fed through in to further submissions.

An updated submission is required on the 20<sup>th</sup> June 2014 for a Strategic 5 year plan at unit of planning level. The Unit of planning for this purpose is the North Central London CCGs encompassing:

- Barnet CCG
- Enfield CCG
- Haringey CCG
- Islington CCG
- Camden CCG

This plan will reflect the draft Barnet CCG strategic plan Key Lines of Enquiry submitted on the 4<sup>th</sup> April 2014.

Work is still being undertaken to finalise this plan to ensure that it provides a clear 'health system' vision with agreed strategic objectives and priorities and clarity about how the CCGs will collaborate to assure delivery. This plan will align with the commitments already made under the Better Care Fund.

In addition Barnet CCG is producing a five year Strategic and Delivery plan to provide a clear direction of travel and focus on the agreed priorities, and clarity about the delivery and assurance of the plan. This will be completed by the end June 2014.

### **10.2 National Submissions to the NHS**

Barnet CCG submitted the following plans to the NHSE on the 4<sup>th</sup> April 2014. These are detailed plans submitted on national templates. A summary of the Barnet CCG Governing Body's approved Operating Plan is provided in Appendix 1.

Although there is no national requirement for further submissions at CCG level the national templates are not helpful for providing a clear plan for the Governing body to approve and against which it can monitor both strategic and operational delivery. The CCG are therefore producing a Strategic and Delivery plan.

### **10.3 The Strategic and Delivery Plan 2014 -2019**

#### **10.3.1 Strategic Plan**

Whilst the CCG submitted their strategy in the national template we feel that this is not helpful and are developing a local approach. We believe the strategic plan must provide a clear vision and direction of travel, within the context of the local, national and financial health and social care challenges, but it must also provide a framework which is flexible enough to encompass new annual national priorities without losing sight of the locally agreed imperatives. Within the NHS this is difficult with so many national drivers and priorities and we believe an approach which allows us to manage the complexity whilst keeping the messages clear is essential. The strategy must be accessible to the CCG GP membership, the public and stakeholders so that the CCG's purpose, priorities and challenges are understood.

It is intended that the key strategic themes remain constant and provides a structure around which our planning process is focused and aligned. It is therefore intended that the strategic plan is provided in a slide pack which can be communicated easily and targeted at the different audiences with whom we need to engage.

It is proposed that the Strategic plan will encompass:

- The vision
- The Values (the values we hold and the behaviours we will exhibit as a CCG)
- The high level strategic drivers that impact on the CCG
- The strategic imperatives – the core essence of what the CCG needs to deliver (these should remain constant over the period of the 5 year strategy and hopefully beyond)
- The medium term strategic objectives with measureable outcomes which allow the CCG monitor the delivery of our strategic imperatives.
- The Enabling strategies that support the CCG to deliver the strategy (communications, quality estates etc.)

The high level strategy with the 14/15 and 15/16 priorities is provided in Appendix 2 this is subject to further refinement following submission of the NCL Strategic Plan on the 20<sup>th</sup> June 2014.

#### **10.3.2 Delivery plan**

The Delivery plan will provide a detailed plan for 14/15 and 15/16 with a high level plan for the final years which will identify the services and financial challenges the need to be delivered. It will be completed by 30<sup>th</sup> June 2014 and will be brought to the next meeting of the health and Wellbeing Board for consideration. It is not anticipated the figures will change from those set out above however greater detail on delivery will be included.

This plan builds on the CCGs 2013/14 Recovery plan, and will also be presented as an executive summary slide pack to give a clearer oversight of the plan to the Governing Body, Membership and CCGs managers. The detailed plan will include the specific

objectives and required outcomes with a supporting detailed implementation and governance plan enabling assurance and robust monitoring of delivery.

Key elements of the plan will be:

- CCG 14/15 and 15/16 strategic priorities
- Operational delivery requirements
- Implementation of Value Based Commissioning
- Delivery of the QIPP and Financial Recovery plan
- Implementation
- Monitoring and Assurance.

#### **10.4 Summary**

Following submission of the nationally required planning templates, the CCG are still in the process of finalising their Strategic and Delivery Plan 2014 – 2019.

The work to date is still subject to amendment following the final submission of the North Central London Strategic Plan on the 20<sup>th</sup> June 2014 and any feedback from NHS England.

The CCG would be happy to share an update on the strategy and particularly the development of the five year strategic milestones in September 2014.