

	<b>Policy and Resources Committee</b> <b>1<sup>st</sup> December 2016</b>
<b>Title</b>	<b>North Central London Sustainability and Transformation Plan</b>
<b>Report of</b>	Adults and Health Commissioning Director, Dawn Wakeling,
<b>Wards</b>	All
<b>Status</b>	Public
<b>Urgent</b>	No
<b>Key</b>	No
<b>Enclosures</b>	Appendix A: North Central London Sustainability and Transformation Plan (Full)  Appendix B: North Central London Sustainability and Transformation Plan (Summary)
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## Summary

This is an update on the progress of the North Central London Sustainability and Transformation Plan (NCL STP) which covers the five London boroughs of Barnet, Camden, Enfield, Haringey and Islington. The draft Sustainability and Transformation Plan (STP) has been produced by all the main healthcare organisations, with input from council officers, within North Central London. It sets out plans to provide high quality and sustainable services in the years to come. The draft NCL STP was submitted to NHS England on the 21 October 2016 and all councils in NCL published the STP for local consultation. The STP remains a draft plan, subject to NHS England approval, and the Committee's views are sought.

## Recommendations

1. That the Committee comments on the North Central London Sustainability and Transformation Plan.

## 1. WHY THIS REPORT IS NEEDED

- 1.1 In December 2015, the NHS shared planning guidance 16/17 – 20/21 outlined a new approach to help ensure that health and care services are built around the needs of local populations. Every health and care system has been working together to produce a multi-year Sustainability and Transformation Plan (STP), showing how local services will evolve and become sustainable over the next five years – ultimately delivering the NHS England “Five Year Forward View” vision.
- 1.2 Local health and care systems have come together in STP ‘footprints’ with Barnet included in the North Central London sub-regional area. The health and care organisations within these geographic footprints have worked together to narrow the gaps in the quality of care, their population’s health and wellbeing, and in NHS finances.
- 1.3 The draft Sustainability and Transformation Plan (STP) is a reflection of the current position in NCL. NCL Councils have published the draft NCL STP on their websites. The draft NCL STP was published on Barnet Council’s website on the 26 October 2016<sup>1</sup> and residents will be able to comment via Engage Barnet.
- 1.4 The vision for health is for North Central London to be a place with the best possible health and wellbeing, where no one gets left behind.
- 1.5 The clinical case for change within the STP describes the changing health and care needs of local people and the key issues facing health and care services in North Central London.
- 1.6 To support delivery of the vision for the STP and address the clinical case for change a programme of transformation has been designed with four aspects (quoted from STP strategic narrative page 16):
  - Prevention: We will increase our efforts on prevention and early intervention to improve health and wellbeing outcomes for our whole population;
  - Service transformation: To meet the changing needs of our population we will transform the way that we deliver services;
  - Productivity: We will focus on identifying areas to drive down unit costs, remove unnecessary costs and achieve efficiencies, including working together across organisations to identify opportunities to deliver better productivity at scale;
  - Enablers: We will build capacity in digital, workforce, estates and new commissioning and delivery models to enable transformation.
- 1.7 Delivering these plans should result in improved outcomes and experience for the local population, increased quality of services and significant savings.

<sup>1</sup> NCL STP can be accessed on the Council’s website: <https://www.barnet.gov.uk/citizen-home/news/Sustainability-and-Transformation-Plan.html>

- 1.8 The draft STP submitted on 21 October 2016 showed an overall £75m deficit in 2020/21 across NHS organisations. A number of areas for further work by NHS organisations have been identified where additional savings may be found to address this residual gap.
- Emergency surgery (out of hours)
  - Maternity services, in the context of the Better Births initiative
  - Elective orthopaedics
  - Mental health crisis care and place of safety
  - Mental health acute inpatient services
  - Histopathology
  - General dermatology services.
- 1.9 To ensure overall delivery as a system, a governance structure is being developed to enable NHS and local government partners to work together in new ways to drive implementation. All NCL local authorities have expressed publically the need for strong democratic decision making in the STP.
- 1.10 Among health organisations, work is underway to ensure that the development of the two-year health contracts that are being put in place for 2017/18 - 2018/19 are consistent with the STP strategic framework.
- 1.11 The draft North Central London Sustainability and Transformation Plan:
- The health and social care landscape, and its complexity;
  - The understanding of the challenges faced through the clinical case for change;
  - The vision for health and care in NCL in 2020/21;
  - The plans to deliver the vision and address the challenges, and the delivery framework that will enable implementation of those plans;
  - The impact expect to be achieved through the delivery of the plans;
  - Supporting governance arrangements;
  - Plans for securing broader public support and engagement with the STP proposals;
  - Next steps for further developing proposals and responding to the residual financial gap.

## **2. REASONS FOR RECOMMENDATIONS**

- 2.1 The STP guidance highlights that success requires the engagement of all partners across a local system. The guidance encourages STPs to build on the work of the local Health and Wellbeing Boards, including local needs assessments and Joint Health and Wellbeing Strategies.
- 2.2 A motion with an amendment, agreed by all parties, at Full Council on 1 November 2016 asked for open discussion and scrutiny of the STP by the Health and Wellbeing Board, the Health Overview and Scrutiny Committee and Policy and Resources Committee. It was also agreed that the Leader of the Council and the Leader of the Opposition would write together to the

Secretary of State for Health to call for more meaningful local political involvement at the earliest stage in the integration of health and social care and the response to the financial and demographic challenges being faced.

2.3 The Health and Wellbeing Board, at its meeting on 10 November, considered the North Central London Sustainability and Transformation Plan as a substantial item. During the debate, the Chairman expressed a number of concerns including:

- The lack of both political and resident involvement in the formulation of these plans. The STP had been produced by all the main healthcare organisations and Local Authorities within NCL but involvement has been limited to officers and has not included elected Members
- Proper and adequate investment in social care which is crucial to the success of these plans – especially providing care outside of hospital and closer to home
- The important inclusion of prevention as a guiding principle but there is no detail about maintaining and essentially increasing financial investment for prevention
- With regards to commissioning and delivery models, these should only be entertained on the basis of proven clinical and safety need.
- Ensuring that where service changes are proposed, the existing services will remain until their replacements are up and running safely and efficiently.

2.4 On the 28 September 2016, the five Local Authority Leaders wrote to Dr Anne Rainsbury of NHS England voicing their extreme concern as “the lack of public transparency and involvement in the development of the plans to date” and “the lack of meaningful political involvement in the STP process.” Dr Anne Rainsbury has contact the Local Authority Leaders to arrange a meeting.

2.5 The NCL STP was also considered at the Joint Health Overview Scrutiny Committee on 25 November 2016.

2.6 Presenting the STP to the Committee allows for a discussion about engagement and consultation.

2.7 The NCL STP is currently being reviewed by NHS England. Health organisation have now been given permission to publish the STP plan.

### **3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED**

3.1 Not applicable in the context of this report.

#### **4. POST DECISION IMPLEMENTATION**

4.1 There is a need for the health and care system to develop plans in more detail and for full engagement with people who use services and the public to ensure those plans are reflective of their needs. The timescale for final approval of the draft NCL STP by NHS England was not known at the time of writing.

4.2 The Committee will receive further reports at future meetings.

#### **5. IMPLICATIONS OF DECISION**

##### **5.1 Corporate Priorities and Performance**

5.1.1 The requirement for STPs came out of the NHS shared planning guidance 16/17 – 20/21 and supports the delivery of the Five Year Forward View.

5.1.2 The STP reflects local and sub-regional need and builds on local needs assessments.

##### **5.2 Resources (Finance & Value for Money, Procurement, Staffing, IT, Property, Sustainability)**

5.2.1 The NCL STP (appendix 1) outlines that there is a substantial financial challenge facing health organisations in NCL; the health system is already in deficit and, if nothing changes, this will worsen over the next 5 years to a c.£900m deficit by 2021. Local authorities are also facing significant financial pressures due to demographic changes and policy inflation: by 2020/21 the combinations of pressures and continued loss of funding will result in a projected NCL level social care budget gap of c.£300m.

5.2.2 STP does not close the NHS financial gap. It projects an overall NCL deficit position of NHS organisations of £75m in 2020/21.

5.2.3 STPs bring together local health and care leaders, organisations and communities together to develop local blueprints for improved health, care and finances over the next five years.

##### **5.3 Social Value**

5.3.1 The Public Services (Social Value) Act 2013 requires people who commission public services to think about how they can also secure wider social, economic and environmental benefits. Before commencing a procurement process, commissioners should think about whether the services they are going to buy, or the way they are going to buy them, could secure these

benefits for their area or stakeholders.

#### **5.4 Legal and Constitutional References**

5.4.1 The Terms of Reference for the Policy and Resources Committee are set out in the Council's Constitution (Responsibility for Functions, Appendix A). The Policy and Resources Committee responsibility includes 'To be responsible for the overall strategic direction of the Council including Strategic partnerships'.

#### **5.5 Risk Management**

5.5.1 N/A

#### **5.6 Equalities and Diversity**

5.6.1 All public sector organisations and their partners are required under s149 of the Equality Act 2010 to have due regard to the need to:

- a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;
- b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
- c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

5.6.2 The protected characteristics are age; disability; gender reassignment; pregnancy and maternity; race; religion or belief; sex and sexual orientation.

#### **5.7 Consultation and Engagement**

5.7.1 A public consultation event was held on the 27 September 2016 in Barnet organised by the NCL STP. Ten residents attended to feed in their views including local Councillors.

5.7.2 Residents are able to comment on the proposals via the NCL Project Management Team or locally via Engage Barnet.

5.7.3 A programme of further public consultation is being developed by the NCL STP.

#### **5.8 Insight**

5.8.1 The STP has used local Joint Strategic Needs Assessments and Case for Change information.

### **6. BACKGROUND PAPERS**

6.1 The Health and Wellbeing Board have considered the STP at its meetings in November, September and July 2016. The papers and minutes of these meetings can be found on Barnet's website:

<https://barnet.moderngov.co.uk/ieListMeetings.aspx?CId=177&Year=0>

6.2 Administration Motion in the name of Cllr Richard Cornelius – STPs and local political involvement in health and social care integration; Full Council, 1 November 2016, item 15.4:

<https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=162&MId=8816&>

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- 6.3 Amendment in the name of Councillor Phil Cohen, Full Council, 1 November 2016, item 15.4:  
<https://barnet.moderngov.co.uk/documents/s35806/Amendment%20in%20the%20name%20of%20Cllr%20Phil%20Cohen.pdf>