

Item No. 9.	Classification: Open	Date: 26 July 2016	Meeting Name: Health and Wellbeing Board
Report title:		South East London Sustainability and Transformation Plan (STP)	
Ward(s) or groups affected:		All wards and groups	
From:		Andrew Bland, CCG Chief Officer	

RECOMMENDATION(S)

1. The Board should note that the attached paper introduces a full summary of the draft south east London STP which was submitted to NHS England on 30 June 2016. The STP was endorsed by boards and governing bodies in SEL to demonstrate commitment to the strategic direction set out. The full STP will be available after it is assessed by NHSE, likely to be later this month.
2. The Health and Wellbeing Board is invited to note the STP plan and consider their role with its implementation.

BACKGROUND INFORMATION

3. Planning guidance was published on 22 December which set out the requirement for the NHS to produce five year sustainability and transformation plans. These are place based, whole system plans driving the Five Year Forward View.
4. The STP:
 - It takes a whole system approach to health and social care planning.
 - It requires systems to work together to produce a sustainable plan that both meets quality and performance standards and ensures financial sustainability.
 - Requires commissioner and provider plans to align activity and finance and achieve the national standards on quality and performance.
 - The STP is the single application and approval process for transformation funding for 2017/18 and thereafter.
5. A milestone submission was made in April setting out the geographical scope of the STP, "the footprint", and the governance arrangements. A submission is required by 30 June but the planning and assurance process will continue thereafter.
6. Our starting point for the STP has been the CCG-led Our Healthier South East London strategy, but the STP has developed this work considerably further both in terms of collective governance and scope of plans across both commissioners and providers in our system. Under national guidance we have established a leadership team (the quartet) of four individuals from across each part of our

system and refreshed our joint governance arrangements through the establishment of a Strategic Planning Group. The quartet are:

- Amanda Pritchard, CEO Guys and St Thomas NHST (overall SRO)
 - Andrew Bland, CO Southwark CCG
 - Andrew Parson, Chair Bromley CCG
 - Barry Quirk, CEO Lewisham Council
7. The STP covers a number of areas not originally within OHSEL such as specialist commissioning (and NHSE specialist commissioning are partners to the plan), mental health and learning disabilities (Transforming Care Partnerships).
8. In addition an important provider productivity strand has developed which seeks to identify significant savings from collective working.

KEY ISSUES FOR CONSIDERATION

Current stage of the process

9. The attached document was developed through a number of stages; including:
- Initial draft developed using content provided by OHSEL Delivery Groups and organisations in SEL
 - Direction and feedback from SROs and Delivery groups
 - Feedback from NHSE on an initial draft including the reflection of national guidance
 - Review by the Strategic Planning Group on 19 May
 - Updated to reflect additional guidance from NHSE issued on 19 May
 - Subsequent feedback on this document from NHSE and the STP Quartet.
10. Additional guidance was issued by NHSE on 19 May which:
- Gave a greater emphasis than previous guidance to a 'golden thread' of finance and the need to be clear on how each of the priorities contributes to the financial position.
 - Reiterated the need for a coherent strategy that reflects the 5YFV ambition
 - Reiterated the need to focus on a 3-5 critical decisions required to shift the dial to close the three gaps
 - Indicated that the submission will form the 'basis of a conversation' about the choices to be made and will be a work in progress
 - Indicated that the plans will not need formal approval from boards or consultation
 - Limits the submission to a maximum of 30 pages (with appendices including governance, workforce, estates and the local digital roadmap).

Collective decision making on our priorities

11. It is important to note that will be collectively held to account for the commitments in the STP. As we move into the delivery of the programme we will be required to make decisions that benefit the system as a whole – either financially or for quality – which may impact differentially on individual providers or organisations.
12. At SPG on 19 May it was agreed that a piece of work will be undertaken, to outline a process for dealing with these decisions through the delivery of the STP.

Next Steps

13. The submission of a plan is of course only the start of a journey both in terms of the scrutiny and assessment of the plan and the steps necessary to deliver it.
14. It is likely that submissions will be categorized as to how developed they are, with the most developed plans being judged ready to proceed with support, and less developed plans being asked to re-submit in the autumn.
15. There are some very significant commitments in our plans, some of which have been well-developed through OHSEL processes: community based care and much of the CLG work; and some which are new and much less well-developed: specialist services, mental health, the Transforming Care Programme.
16. For our plans to be transformational rather than tactical it will mean new ways of working with emerging entities such as GP Federations. We will need new ways of doing business through mechanisms that drive the incentives and behaviors we will need, such as budgets that for populations rather than episodes of care.
17. We are committed to a significant reduction in inequalities and improved outcomes, while at the same time seeking to improve value and drive a potential £1bn in additional costs out of the system.
18. We shall be developing further proposals for strengthening our delivery mechanisms which will include strengthening our CLGs, and making sure their leaders and members have the authority, information and resources they need. At the same time our collective governance arrangements will need to be ready for the challenge ahead, including how we work with our broader stakeholders and patients and residents as partners and full participants.

APPENDICES

No.	Title
Appendix 1	South East London Sustainability & Transformation Plan Briefing Pack – June 2016

AUDIT TRAIL

Lead Officer	Andrew Bland, Chief Officer, NHS Southwark CCG	
Report Author	Mark Easton, Programme Director, <i>Our Healthier South East London</i>	
Version	Final report	
Dated	July 2016	
Key Decision?	No	
CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER		
Officer Title	Comments Sought	Comments Included
Director of Law and Democracy	N/A	
Strategic Director of Finance and Governance	N/A	
Cabinet Member	N/A	
Date final report sent to Constitutional Team		15 July 2016