

MEETING	B&NES HEALTH AND WELLBEING BOARD
DATE	3rd February 2016
TYPE	An open public item

<u>Report summary table</u>	
Report title	Planning Guidance to the NHS - Developing a Sustainability and Transformation Plan in B&NES
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List of attachments	Main report
Background papers	<ul style="list-style-type: none"> • The Five Year Forward View, October 2014 • Delivering the Forward View: NHS Planning guidance 2016/17- 2020/21
Summary	<p>The CCG is required to develop a Sustainability and Transformation Plan (STP) by the 30th June 2016 which is a placed based plan working in conjunction with system partners, setting out a shared local vision for health and care services.</p> <p>The STP needs to reflect local health and wellbeing strategies and demonstrate integration with local authority services, including but not limited to prevention and social care.</p> <p>The Health and Wellbeing Board will want to consider its perspective on the “footprint” for the development of an STP and its role in the development of the plan.</p>
Recommendations	<p>The Board is asked to consider the implications of the requirement to develop a Sustainability and Transformation Plan for B&NES and how it wants to shape the development of an STP.</p> <p>Development of the STP requires system leadership to:</p> <ul style="list-style-type: none"> • Bring local leaders together as a team • Develop a shared vision with the local community • Programming a set of coherent activities to make it happen • Execution against plan and • Learning and adapting <p>It is suggested that the Board should delegate the detailed development of the STP to the Transformation Group, reporting on progress to the Board at appropriate intervals.</p>

	<p>The Board is also asked to agree to a review of HWB structures – in consultation with the HWB co-Chairs – to ensure that the HWB has the right structures in place to effectively lead and support the development of a STP for Bath and North East Somerset.</p>
Rationale for recommendations	<p>The Sustainability and Transformation Plan is a statutory requirement that requires strong local leadership.</p>
Resource implications	<p>The Sustainability and Transformation Plan must set out how the health and care system will achieve financial balance over the next 5 years. STPs for CCGs will form the basis of the application process to access transformational funding for 2017/18 onwards.</p>
Statutory considerations and basis for proposal	<p>In developing both the Operational Plan for 2016/17 and a Sustainability Plan the CCG and H&WBD will need to evidence that it is meeting its statutory duties.</p> <p>Any review proposing changes to the governance arrangements of the HWB that requires amendment of the terms of reference will require Council approval.</p>
Consultation	<p>This report has been developed in consultation with the Co-chairs of the H&WBD and with Local Authority Officers. Broader community engagement will happen as part of the development of the STP.</p>
Risk management	<p>A risk assessment related to the issue and recommendations has been undertaken, in compliance with the Council's and CCG's decision making risk management guidance.</p> <p>STPs will be subject to formal assessment and the guidance states that the STP will be the route for accessing funding for transformation. The quality of the STP will determine how quickly systems can access funding. The "most compelling and credible STPs" will secure the "earliest additional funding from April 2017 onwards".</p> <p>It is therefore important that our local STP meets key national requirements so that we are well placed to receive any additional funds.</p>

THE REPORT

1. Planning Guidance to the NHS for 2016/17

1.1 Delivering the Forward View: NHS Planning Guidance for 2016/17- 2020/21 was published on the 22nd December 2015. The guidance issued to the NHS requires the CCG to produce two separate but connected Plans for 2016/17:

- A five year Sustainability and Transformation Plan (STP), place-based and driving the Five Year Forward View; and
- A one year Operational Plan for 2016/17, organisation-based but consistent with the emerging STP.

1.2 Every health and care system is being asked to: “***come together to create its own ambitious local blueprint for accelerating its implementation of the Forward View.***” STPs will cover the period between October 2016 and March 2021.

2. Placed based planning

2.1 There is a strong emphasis in the guidance on place based planning i.e. planning for local populations. The role of system leadership is seen as critical to the development of an STP with an expectation that local leaders will come together across health and social care to develop a shared vision with the local community. For B&NES our recent work on the future of community services under the auspices of the “*your care, your way*” programme represents a strong foundation for us to continue to build our local vision.

3. STP Footprints

3.1 The first task is for local health and care systems to consider their transformation footprint – the geographic scope of their STP. CCGs must confirm the “footprint” for their STP by Friday 29 January 2016, for national agreement. Local authorities should be engaged with these proposals. Taken together, all the transformation footprints must form a complete national map.

3.2 More recent informal guidance shared with the CCG suggests that a B&NES footprint is unlikely to be considered large enough. It is likely that our local plans for transformation and sustainability will be seen within a larger “umbrella footprint” that relate to clinical networks and specialised commissioning requirements. Based on the work that has taken place within those systems that are being referred to as “vanguards” it is likely that smaller footprints will be considered as not able to resource the scope and pace of transformation that is required as part of the planning process.

3.3 Locally our view is that the strength of local relationships and history of successful joint working will be essential to the development and delivery of an ambitious plan.

3.4 At the time of preparing this report, the CCG is in discussion with NHS England about our planning footprint and will provide an update at the H&WBD meeting.

4. The Content of STPs

4.1 Sustainability and Transformation Plans are expected to cover all areas of CCG and NHS England Commissioned activity including specialised services. The STP must also cover better integration between health and social care services, have a strong focus on prevention and reflect local Health and wellbeing strategies.

4.2 A critical element of the STP is that the plan demonstrates system wide local sustainability which spans providers and commissioners. STPs will become the single application and approval process for being accepted onto programmes with transformational funding from 2017/18 onwards.

5. Developing an STP for B&NES

5.1 Whatever the national view of “footprints”, from a local B&NES perspective we believe there is the potential to build on the H&WBD strategy and the recent outputs of “*your care, your way*” to continue to develop a clear overall vision for the B&NES area. However, it is recognised that we may need to work across different geographical footprints to develop certain elements of our plan.

The components of an STP for B&NES might encompass the following elements:-

<p style="text-align: center;">Integrated Commissioning</p>	<p style="text-align: center;">Clinical & Service Strategy</p>	<p style="text-align: center;">Enablers:</p>
<p>Move towards fully Integrated Commissioning with Council</p> <p>Pooled/aligned commissioning budgets</p>	<p>“<i>your care, your way</i>”</p> <p>Primary Care Strategy</p> <p>Urgent Care Re-design</p> <p>System wide approach to prevention</p>	<p>Contractual approaches e.g. Long term contracts, outcomes based commissioning & ? move to single capitated budget</p> <p>Interoperability</p> <p>Estates</p> <p>Workforce</p> <p>Organisational Development</p>

6. Local Leadership of the STP

6.1 The role of the HWB is critical to the development of an STP. The STP needs to be developed in the context of existing strategies but be ambitious and transformational to address the challenges posed by an ageing population, financial austerity and the changing burden of disease.

- 6.2 The STP requires strong local leadership – across both the CCG and Council to drive an ambitious plan for Bath and North East Somerset which recognises that health and wellbeing is affected by a wide range of influences across society and within communities by bringing together all the key stakeholders.
- 6.3 The B&NES H&WBD has the potential to “system lead” the development of the STP. However we will need to ensure that the HWB has the right authority, knowledge and structures in place to achieve this. This may have governance implications for both the Council and CCG.
- 6.4 There is a risk that without a strong local leadership - driving an ambitious STP - that NHS England will question the deliverability of our STP; this will impact on our ability to apply for transformation funds.
- 6.5 Given the short timeframe (set by NHS England) for delivering a STP the Board is asked to agree to a review of HWB structures – in consultation with the HWB co-Chairs – to ensure that the HWB has the right structures in place to effectively lead and support the development and implementation of a STP for Bath and North East Somerset.
- 6.6 The review will draw on ‘best practice’ examples as described in the Kings Fund report ‘Population health systems; Going beyond integrated care’. The review will look at a range of governance options for the HWB.
- 6.7 In parallel, given the short timescales, it is recommended that the Board should ask the Transformation Group to support the detailed development of the STP.
- 6.8 There will be a report back to the HWB on the review and progress with the STP.

7. Next Steps & Recommendations

- 7.1 The H&WBD is asked to consider the implications of the requirement to develop a Sustainability and Transformation Plan for B&NES and how it wants to shape the development of an STP.
- 7.2 The Board is asked to agree to the proposals set out in Section 6 “Local Leadership of the STP”.

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