

**SUSTAINABILITY & TRANSFORMATION PARTNERSHIP – LOCAL RESPONSE  
TO THE NHS LONG TERM PLAN – BRIEFING REPORT**

*To:* **HEALTH COMMITTEE**

*Meeting Date:* **19 September 2019**

*From:* **Jan Thomas, Accountable Officer, Cambridgeshire & Peterborough Clinical Commissioning Group**

*Purpose:* **This report provides a briefing on the local Sustainable and Transformation Partnership's (STP) response to the NHS Long Term Plan**

*Recommendation:* **The Health Committee is asked to:**

- 1. Note the requirement for a local response to the NHS Long Term Plan, as well as the local approach to developing this response; and**
- 2. Agree how the Committee wants to be engaged in this process, noting the national timescales and deadlines for finalising the Plan.**

<b><i>Officer contact:</i></b>	
Name:	Aidan Fallon
Post:	Head of Communication & Engagement Sustainability and Transformation Partnership System Delivery Unit
Email:	<a href="mailto:Aidan.fallon1@nhs.net">Aidan.fallon1@nhs.net</a>
Tel:	07970 195351

## BACKGROUND

The *NHS Long Term Plan* ([the Long Term Plan](#)) (LTP), published in January 2019, sets out a number of ambitions to ensure the NHS is fit for the future and to consolidate the local progress made on the back of the Sustainable & Transformation Plans, published in 2016. It creates the expectation that our local Partners continue to work collaboratively, plan together and co-create a five-year strategic plan covering the period 2019/20 through to 2023/24.

Members will be aware that the STP is supporting our System-wide approach to health and care planning and delivery, and the Committee is engaged in an on-going programme of scrutiny of STP System-wide activities, for example, service transformation, finances, digital developments and workforce.

Essentially, the NHS Long term Plan (as well as the supporting *NHS Long Term Plan Implementation Framework*, published in June 2019), builds on the STP work already underway and focusses on what the NHS needs to deliver from now to 2023/24, setting out the integrated approach we should use to create our five-year strategic plans.

## MAIN ISSUES

### *NHS Long Term Plan Implementation Framework*

The Implementation Framework states that Sustainability and Transformation Partnerships (STPs) must submit five-year strategic plans by **27 September 2019** with a final submission to follow by **15 November 2019**. Systems are expected to take an **integrated approach** to strategic and operational planning, bringing together member organisations and wider partners, adopting a common set of principles and leadership behaviours as they develop and deliver plans. Systems must ensure that their plans are **agreed with regional teams** prior to submission and that they align to the following principles:

- Plans must be **clinically-led**.
- They must be developed with the full **engagement of local stakeholders**, ensuring local communities can meaningfully input into their development. Systems should undertake an engagement exercise with the public to explain the benefits of creating the plan.
- Plans must be based on **realistic workforce assumptions matched to activity and financial envelopes**.
- Plans must be **financially balanced**, showing how the commitments in the plans will be delivered within the resources available. Our plan must meet the five financial tests set by the government namely: returning our system to financial balance; achieving cash-releasing productivity growth of at least 1.6% per year; reducing growth in demand for care through better integration and prevention; reducing unjustified variation in performance; and making better use of capital investment and using existing assets to drive transformation.

Systems must ensure plans **demonstrate how the commitments in the Long Term Plan will be met**, that action is **phased over five years and based on local need**, that allocated funding is used to **reduce local health inequalities** and unwarranted variation and that there is a key focus on **prevention and how to prevent ill health**. For the majority of commitments in the Long Term Plan, systems have the freedom to phase and prioritise their activity across the 5 years. For a smaller number of commitments or 'critical foundations' there are national expectations around pace of delivery.

## ***Long term plan response: content***

Plans require two elements, and these must be submitted at both the September and November milestones:

- System delivery plan: this narrative document must set out what the system plans to deliver over the next five years and cover the elements described in the Implementation Framework; and
- Supporting technical material; this will set out the plan for finance, workforce and activity, providing an aggregate system delivery expectation and setting the basis for the 2020/21 operational plans for providers and CCGs. The finance plan, in particular, will spell out how we are going to bring this System back to financial balance over the period of the coming years.

## ***Interdependencies***

There are many interdependencies arising from the Long Term Plan, in particular, the Health and Wellbeing (HWB) strategies for Cambridgeshire and Peterborough and the new combined HWB strategy, currently in development, will need to be aligned to the local response to the Long Term Plan. This is being achieved through close working with the Local Authority and discussion at joint forums including the Health & Wellbeing Boards, Health and Care Executive and STP Board.

## **National milestones**

The national timetable for the development and submission of the STP's response to the Long Term Plan is as follows:

Publication of long term plan implementation framework	27 June 2019
Main technical and supporting guidance	July 2019
<b>Initial system planning submission</b>	<b>27 September 2019</b>
<b>System plans agreed with system leads and regional teams</b>	<b>15 November 2019</b>
Further operational and technical guidance issued	December 2019
Publication of the national implementation programme for the long term plan	December 2019
First submission of draft operational plans	Early February 2020
Final submission operational plans	By end March 2020

## **National Must-dos**

The below summary of national Long Term Plan must-dos aligns well with our local ambitions:

<b>Service transformation</b> <ul style="list-style-type: none"><li>• Transform out of hospital care and fully integrate community-based care;</li><li>• Reduce pressure on emergency hospital services;</li><li>• Give people more control over their own health and more personalised care;</li><li>• Digitally-enable primary care and outpatients; and</li><li>• Improve care for major health conditions.</li></ul>
<b>System development</b> <ul style="list-style-type: none"><li>• Set out how the STP will develop to become an ICS by April 2021.</li></ul>
<b>Enablers</b> <ul style="list-style-type: none"><li>• Support the workforce; deliver digitally-enabled care; and improve productivity.</li></ul>
<b>Local priorities</b> <ul style="list-style-type: none"><li>• Prevention;</li><li>• Children and young people, including maternity and neonatal;</li><li>• Learning disability and autism;</li><li>• Cardiovascular disease; stroke; diabetes; respiratory disease; cancer and Mental Health;</li><li>• Research &amp; innovation; genomics;</li><li>• Volunteering; wider societal impact.</li></ul>

## **Local approach**

We are preparing a Cambridgeshire & Peterborough local response to the long-term plan that:

- Delivers the must-dos and ambitions in the Long Term Plan, within the 5 year timeline;
- Builds on the good System-wide work done to date through the STP; and
- Elevates our ambition and mobilises us effectively to deliver the Plan.

We will achieve the above through:

- Engagement with System leaders, clinicians, the public and other stakeholders to generate momentum;
- Drawing as much as we can on the good work currently happening in our System and that which has been done previously;
- Seeking to identify a small number of system priority areas around which the plan can coalesce;
- Aligning closely with the financial implications; and
- Tackling and resolving issues which might otherwise be barriers to effective delivery.

The result will be document that tells our story and guides our system work going forward.

## **Engaging System leaders, clinicians the public and other stakeholders**

We are implementing an approach that recognises and builds on engagement and on-going dialogue over the last two years, for example, our work to develop a local System-wide Diabetes strategy has had the on-going involvement of local diabetics, carers, clinicians and Diabetes UK, and this will feed into our local response.

In addition to the above, we are actively engaging with our NHS Regulators, NHS partners, Primary Care, Patients and the public, politicians and local government, staff and clinicians to ensure meaningfully input to this work. We are ensuring that NHS non-executive directors, governors and local authority councillors are given the opportunity to influence the plan and will be holding events for this purpose before the November submission. Furthermore, Healthwatch have recently completed a tranche of nationally commissioned engagement work to inform the Long Term Plan and the feedback from this, as well as that from the planned CCG-led 'big conversations', will influence the plan.

In essence, dialogue with stakeholders will focus on defining local priorities, agreeing early deliverables for each of these priorities, as well as 5 year ambitions for each priority.

The Committee is asked to consider how it wants to be engaged in this process, noting the tight national timescales and deadlines. As outlined above, we are organising a bespoke event(s) to provide an opportunity for members to influence the local response. Additionally, members may wish, for example, to have informal briefings or workshops on specific aspects of the local response.

## **Risks to meeting the national timetable**

We have identified the risks that may be encountered as we develop our local response, as set out below, and we are actively putting mitigation in place to manage these risks:

- Balancing the desire to improve our system finances as much as possible, while also addressing the other requirements set out in the Long Term Plan (which may have neutral or even adverse impact on our finances);
- Determining how the provider and commissioner landscape will develop in our system;
- Balancing local priorities with national delivery requirements;
- Prioritising investments / determining where to focus bids for targeted national funds;
- Engagement with local authorities, especially given the different timescales between the Long Term Plan response development and the HWB strategy development; and

- Meeting the challenging national deadlines including the September and November deadlines.