



City of Westminster

Cabinet Report

Meeting:	Cabinet
Date:	10th October 2016
Classification:	For General Release
Title:	North-West London Sustainability and Transformation Plan
Wards Affected:	All
Financial Summary:	The total health and care funding gap for North West London set out in the June submission of the Sustainability and Transformation Plan (STP) was £1.3b by 2020/21 under a “do-nothing” scenario, within this the social care funding gap estimate by the 8 NW London local authorities was £145m. Further work is now underway to assess the robustness and consistency of the assumptions which may change the funding gap. In addition, financial modelling is taking place to assess the impact of proposals that more care takes place in the community and the investment proposals to bridge the revised funding gap.
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1. Executive Summary

- 1.1 This is being presented to Cabinet because of its potential broad and strategic impact to the Council.
- 1.2 This report updates on the development of the STP which describes a shared ambition for health and social care across the NHS and local government. The STP is an NHS led process. The deadline for submission to NHS England is October 21 2016.

- 1.3 This report recommends that Cabinet delegate authority to the Chief Executive, in consultation with the Cabinet Member for Adults and Public Health to decide if support in principle is given to the NHS' submission of the STP due in October. This support is subject to receiving subsequent further clarity on the impact of plans including the funding transfer to local government and the out of hospital strategy. Further updates will come back to future Cabinet meetings setting out implications to the Council and any formal decisions that may need to be taken.

2. Recommendations

- 2.1 That Cabinet delegate authority to the Chief Executive, in consultation with the Cabinet Member for Adults and Public Health to decide if support in principle is given to the NHS' submission of the STP due in October. This support is subject to receiving subsequent further clarity on the impact of plans including the funding transfer to local government and the out of hospital strategy. Further updates will come back to future Cabinet meetings setting out implications to the Council and any formal decisions that may need to be taken.

3. Reason for decision

- 3.1 Responsibility for the development of Sustainability and Transformation Plans sits with NHS commissioners and providers. Local Government has played a key leadership role in the development of plans for North West-London but it is an NHS-led process. NHS England requires the North-West London footprint to submit the next version of the STP on 21 October 2016. A draft of the October submission will only be available for local government partners to consider shortly before the submission date, hence the governance and approval process for this needs to be delegated to fit with the timelines. The June 'checkpoint' submission STP has been considered by the Health and Wellbeing Board and Adults, Health and the Public Protection Policy & Scrutiny Committee. The June 'checkpoint' submission of the STP is attached to this report at Appendix 1.

4. Context

- 4.1 NHS England (NHSE) planning guidance released in December 2015 set out a requirement for local areas to develop shared five-year Sustainability and Transformation Plans (STPs), articulating how organisations in these areas would work together over the next five years to close the three identified gaps in the Five Year Forward View:
- a) **Health and wellbeing** – preventing people from getting ill and supporting people to stay as healthy as possible.
 - b) **Care and quality** – consistent high quality services, wherever and whenever they are needed.

c) **Finances and efficiency** – making sure we run and structure our services as effectively as possible

- 4.2 The STP describes shared ambition across health and local government to create an integrated health and care system that enables people to live well and be well. Although it is an NHS led process, a draft plan of NW London's STP vision was developed with involvement from commissioner, provider, local government and patient representative groups.
- 4.3 The plan recognises funding pressures in both health and social care, and plans for transformational investment in community, prevention and social care services.

5. NHSE Feedback

- 5.1 Following the June 'checkpoint' submission and discussions with NHS England (NHSE), we have received feedback that they were "very impressed" by the commitment to system-wide working, they noted that the proposals have great potential to deliver the Five Year Forward View as well as provide a route to sustainably improved services for patients. While impressed by the vision, NHSE did identify that delivering at scale and pace will be challenging. NHSE identified a number of areas to focus on when developing the final plan including further activity and financial modelling, clarity on the impact to quality and engagement plans amongst other things.

6. Engagement

- 6.1 The June 'checkpoint' submission was received by the Health and Wellbeing Board and the Adults, Health and Public Protection Policy & Scrutiny Committee in the City of Westminster Council.
- 6.2 The Adults, Health and Public Protection Policy & Scrutiny Committee comments included the need for further detailed analysis to be undertaken to ensure that the impact to residents and the Council could be more fully understood. In addition, the Committee commented that further engagement with residents and stakeholders was required with information presented in an accessible manner.
- 6.3 The programme has also undertaken a range of engagement with the public and stakeholders.

7. Governance

- 7.1 To reinforce the joint approach across health and local government, a new joint group has been established to oversee the STP plan. This does not in any way take away from the sovereign decision making of statutory organisations but helps to support joint decision making and an exchange of good practice across NW London with strong local government involvement.

7.2 The Joint Health and Care Transformation Group has representation from across local government and health, including commissioners, providers and patient representatives. The local government representation includes both politicians and officers.

8. Implementation

8.1 To support the Joint Health and Care Transformation Group, delivery groups have been established for five areas of detailed work to progress; these are known as Delivery Areas. Enabler groups have also been established with health and local government representation and leadership as appropriate.

8.2 The finance and estates enabler group is working to develop a single approach to financial planning for health and social care. Work is underway to support discussions about the allocation of transformation funding and improvements to the capital and estates strategy to support out of hospital care.

8.3 Local government partners have commissioned an independent review of the assumptions underpinning the STP plan, finances, demand, timelines and risks which will be reporting in early October. This supports the commitment in the STP for a review before changes are made to acute services.

8.4 Ealing and Hammersmith & Fulham Councils have declined involvement in this review and have commissioned a review linked to the Mansfield health commission. Interviews with key stakeholders are continuing and an interim report is completed but not yet in the public domain.

9. Health and Wellbeing Strategy

9.1 The Health and Wellbeing Strategy has been developed with ongoing public engagement alongside the STP meaning that there is clear alignment between the objectives of the two plans.

10. Legal Implications

10.1 There are no particular legal implications arising from this report.

11. Financial Implications

11.1 The Chief Executive for the City of Westminster, Charlie Parker is the local government executive sponsor for the Finance & Estates group.

11.2 The total health and care funding gap for North West London set out in the June submission of the STP was £1.3b by 2020/21 under a “do-nothing” scenario, within this the social care funding gap estimate by the 8 NW London local authorities was £145m. A recent resubmission of numbers has been provided by the Local Authorities which may change the £145m gap. Ernst & Young have been commissioned to assess the robustness and consistency of assumptions and approach of the Finance & Estates work, which may lead to

further changes. WCC Finance are reviewing the resubmission in conjunction with Ernst & Young. This is before the impacts of proposed changes in Acute Care are assessed to calculate the impact on the cost of Social Care borne by Local Authorities.

- 11.3 The funding transfer to local government is currently under discussion and will be finalised post 21st October submission with NHS partners.

If you have any queries about this Report or wish to inspect any of the Background Papers please contact:

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Background papers:

1. 15th September 2016. Health and Wellbeing Board: [Updates on the North West London Sustainability Transformation Plan and Westminster Joint Health and Wellbeing and Strategy](#)
2. 21st September 2016. Adults, Health and Public Protection Policy & Scrutiny Committee: [Update on the North West London Sustainability and Transformation Plan \(STP\)](#).

APPENDIX ONE

June 'checkpoint' submission of the STP – please attach actual document

https://www.healthiernorthwestlondon.nhs.uk/sites/nhsnwondon/files/documents/stp_june_submission_draft.pdf