

**SURREY COUNTY COUNCIL****CABINET****DATE: 21 JUNE 2016****REPORT OF: MR DAVID HODGE, LEADER OF THE COUNCIL****MRS HELYN CLACK, CABINET MEMBER FOR WELLBEING AND HEALTH****LEAD OFFICER: DAVID MCNULTY, CHIEF EXECUTIVE****SUBJECT: SUSTAINABILITY AND TRANSFORMATION PLANS****SUMMARY OF ISSUE:**

Surrey County Council is playing an important role in the development of the three Sustainability and Transformation Plans (STPs) across Surrey. These Plans will play a pivotal role in shaping the future health and care landscape across Surrey.

This report provides an update on the emerging STPs and asks for delegated authority to sign off the STPs on behalf of the County Council.

**RECOMMENDATIONS:**

It is recommended that the Cabinet:

1. Notes the update on the emerging NHS Sustainability and Transformation Plans; and
2. Delegates authority to the Chief Executive, in consultation with the Leader of the Council and Cabinet Member for Wellbeing and Health, to sign off the STPs on behalf of the Council through its membership of the relevant STP Transformation / Programme Boards.

**REASON FOR RECOMMENDATIONS:**

The deadlines and tight timescales for the preparation and submission of NHS Sustainability and Transformation Plans necessitate the recommendation included in this report to delegate authority to sign off the STPs on behalf of the Council ahead of the deadline for submission to NHS England.

**DETAILS:****Background**

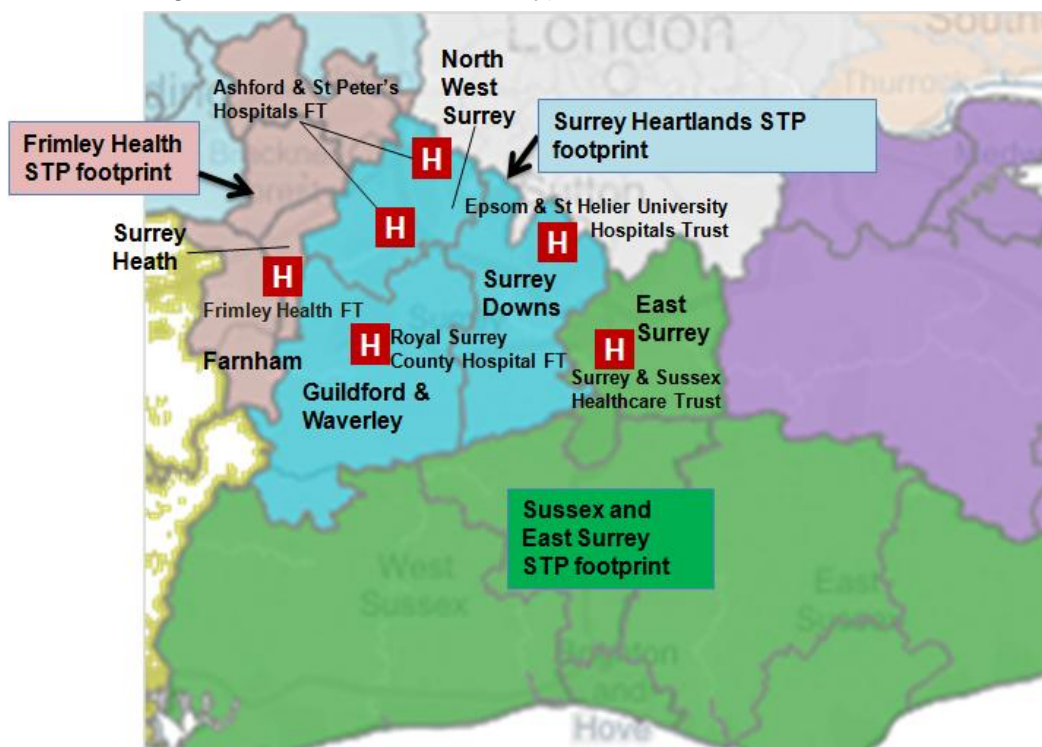
1. NHS Sustainability and Transformation Plans (STPs) are place-based, five-year plans built around the needs of local populations. They are intended to identify benefits to be realised in the short and longer term – helping organisations within the STPs to meet their immediate (16/17) financial challenges and ensure that the investment secured by the NHS in the Spending Review does not merely prop up individual institutions but is used to drive sustainable transformation in patient experience and health outcomes over the longer-term.
2. STPs will be the overarching strategic plan for local health and care systems covering the period October 2016 to March 2021 and represent a significant shift in NHS planning towards a place-based approach (as opposed to solely asking individual NHS organisations to produce their own plans). In addition to covering all areas of CCG and

NHS England commissioned activity, STPs will also include plans around integration with local authorities.

3. Whilst the STPs are principally NHS plans, the council's involvement in their development and implementation will be crucial to ensure the achievement of the shared aims of the council and health partners around improving health outcomes and greater integration of health and care services. The national guidance and direction from NHS England makes it clear that local authorities should be fully engaged in the STP process to ensure they are truly 'place-based'. STPs will also be the single application and approval process for being accepted onto programmes with NHS transformation funding for 2017/18 onwards.

### Progress on developing Sustainability and Transformation Plans across Surrey

4. The geographic 'footprint' for STPs is determined locally and should be based upon natural communities, existing working relationships and patient flows –there are three STPs covering Surrey:
  - Surrey Heartlands - covering the geographic areas of Guildford and Waverley CCG, North West Surrey CCG and Surrey Downs CCG
  - Frimley Health - covering the geographic areas of Surrey Heath and North East Hampshire and Farnham CCG (also covering areas outside of the county)
  - Sussex and East Surrey - covering the geographic area of East Surrey (also covering areas outside of the county)



5. Each of the three STP areas has established its own governance arrangements with own named strategic leads responsible for overseeing and coordinating their STP process:
  - Surrey Heartlands:  
STP footprint lead - Julia Ross, Chief Executive North West Surrey Clinical Commissioning Group  
Chair of the Surrey Heartlands Transformation Board – David McNulty, Chief Executive Surrey County Council
  - Frimley Health:

STP footprint lead and Chair of the Frimley System Leadership Group - Sir Andrew Morris, Chief Executive Frimley Health NHS Foundation Trust

- Sussex and East Surrey:

STP footprint lead – Wendy Carberry, Chief Executive High Weald Lewes Clinical Commissioning Group

Chair of the Sussex and East Surrey Programme Board - Michael Wilson, Chief Executive Surrey and Sussex Healthcare NHS Trust

6. The provisional Plans, which need to be submitted by 30 June 2016, will need to outline for their area the scale of the challenge they are facing in terms of the health and wellbeing gap, the care and quality gap, and the finance and efficiency gap, and how the area will respond to close the gaps. Each area will ask their STP Transformation / Programme Board / Leadership Boards to sign off the provisional Plan ahead of submission to NHS England.
7. Progress has been made in each area in beginning to shape these Plans with an extensive range of information gathering, partner workshops and meetings taking place over April and May 2016. Partners from across the County have been involved in these initial discussions including the NHS commissioners (CCGs and NHS England), NHS providers (acute hospital trusts, community care providers, Surrey & Borders Partnership & the ambulance trusts) and the County Council.
8. Whilst the plans are still being developed and finalised, there are a number of emerging themes from the plans – these include:
  - Strengthening the focus on self-care and prevention across all areas – primary prevention (preventing health problems developing), secondary prevention (stopping health problems getting worse) and tertiary prevention (reducing impact of disease on a person’s quality of life)
  - Accelerating and scaling the integration of services (in line with, and building on, the Surrey Better Care Fund plan 2016-17)
  - Reducing variation between health providers across a range of health and care pathways (in terms of clinical standards and outcomes for patients)
  - Ensuring sufficient networking of some acute hospital services across each area to ensure appropriate access for people to services as part of a sustainable health and care system
  - Prioritising workstreams and plans in some areas to redesign services / pathways, for example for cancer services, urgent and emergency care, and maternity and paediatric services
  - Taking a whole systems approach to workforce development to meet the current and future needs of the health and care system
  - Capitalising on new technology capabilities to enable and support new models of care
  - Strengthening the role of ‘citizens’ in the development of health and social care services through, for example, deliberative engagement processes, co-design and production

### **Council role and involvement in STPs**

9. Recognising the importance of the STPs in shaping and strengthening the future health and care system across Surrey, the County Council has embraced the opportunity to be involved in the development of the STPs in Surrey. To provide structure to the council’s collective contribution across all three STPs, officers have been working to the following shared objective for the Plans:

*To ensure health, social and community care commissioners and providers work together to design and deliver services centred around people, not organisational boundaries – commissioning and delivering sustainable services that provide public value.*

10. In addressing gaps relating to health and wellbeing, the quality of care and sustainability of the health and care system, the Plans that are emerging are aligned to ambitions set out in the council's Corporate Strategy and their successful delivery will specifically support the council's strategic goals related to:
  - Wellbeing – for example through work focussed on supporting residents to live longer and live well, and enabling people to stay well at home in their community and to return home sooner from hospital with the care they need; and
  - Resident Experience – for example through making better use of digital technology to improve services for residents, and developing joined-up services designed around the people that need care and support (rather than the organisations that provide it).
11. The council has been involved at a range of levels in the development of the plans from membership of the relevant Transformation / Programme Boards (with the Chief Executive being asked to chair the Surrey Heartlands Transformation Board), provision of intelligence and needs analysis from the Public Health team, being part of project / working groups and attending workshops to shape the approach and identify key issues. Plans being developed and implemented with partners to integrate health and social care services will form an important part of the STPs.
12. Presentations from the three STPs have also been made to the Surrey Health and Wellbeing Board to enable lead Members, officers and partners to consider the key themes emerging as part of the plans and an STP workshop was held by the Wellbeing and Health Scrutiny Board.
13. As members of the Transformation / Programme / Leadership boards in each of the three STP areas, council representatives will be asked to sign off the provisional STP submissions – it is proposed that this sign off is co-ordinated between the council representatives (detailed below) and the Chief Executive (this report asks for delegated authority for the Chief Executive to sign-off the plans on behalf of the council). The council's representation of these groups is as follows:
  - Surrey Heartlands STP Transformation Board: David McNulty (Chief Executive Surrey County Council), Helen Atkinson (Strategic Director Adult Social Care & Public Health) and Julie Fisher (Deputy Chief Executive)
  - Sussex and East Surrey STP Programme Board: Helen Atkinson (Strategic Director Adult Social Care & Public Health)
  - Frimley Health: The STP will be signed off by the three system leadership groups (East Berkshire System Leadership Group; North East Hampshire & Farnham Vanguard Leadership Group; and Surrey Heath Alliance). Helen Atkinson (Strategic Director Adult Social Care & Public Health), Jean Boddy (Area Director Adult Social Care) and Catherine Croucher (Public Health Consultant) are members of the Surrey Heath Alliance. Jean Boddy is also a member of the North East Hampshire & Farnham Vanguard Leadership Group.

### **CONSULTATION:**

14. A wide range of partners have been involved in the development of the STPs (highlighted in paragraph seven above).
15. In addition:
  - The Surrey Health and Wellbeing Board received updates from the three Surrey STPs at its meeting on 26 May 2016 and discussed the emerging themes and issues.
  - A Wellbeing and Health Scrutiny Board workshop took place on 31 May 2016 to review the emerging STPs.
16. The ongoing engagement and the involvement of residents, elected Members and partner organisations in the design and development of plans and services will be crucial to the successful delivery of STPs.

### **RISK MANAGEMENT AND IMPLICATIONS:**

17. The overall risk management arrangements for the STPs are led by health partners.
18. The STP process provides a vehicle for strengthening partnership governance arrangements, closer alignment of strategies and plans with partners, and supporting the delivery of existing plans (such as the integration of health and social care) – these are identified as key mitigating actions (processes / controls) within the Council's Leadership Risk Register against the risks associated with the achievement of the Medium Term Financial Plan 2016-2021 and the implementation of new models of delivery.

### **Financial and Value for Money Implications**

19. Whilst there are no direct financial implications for SCC as a result of this report, the design and implementation of the STPs across Surrey will play a crucial role in developing a sustainable health and care system.
20. The Council's plans with partners relating to health and social care integration and an increasing focus on prevention and self care are included within the STPs and are important elements of the Council's Medium Term Financial Plan.
21. In addition, establishing credible and ambitious STPs will be the only way for the Surrey health and care system to access the transformation funding being held by NHS England.

### **Section 151 Officer Commentary**

22. The Section 151 Officer supports the overall health and social care integration agenda as it will enable better use of resources across the whole system to create improved and more efficient services for residents.
23. The efficacy of specific integration proposals will be judged based on whether there are robust business cases that demonstrate that the proposals represent best value for the whole system and also ensure that the Council's financial position is safeguarded in the process of integration.

### **Legal Implications – Monitoring Officer**

24. Legislation and associated national policy places a duty on local authorities to promote and encourage the integration health and social care integration – for example:
- The Health and Social Care Act 2012 places a duty on the Council's Health and Wellbeing Board to encourage integrated working; and
  - The Care Act 2014 places a duty upon local authorities to “promote integration between care and support provision, health and health related services, with the aim of joining up services”.
25. In developing specific plans for health and social care integration, it will be important to ensure that any specific duties placed on the Authority are properly managed

### **Equalities and Diversity**

26. Equality analysis and Equality Impact Assessments (EIAs) will form an important part of any planning for changes to services across health and social care to assess the impact upon residents, people who use services, carers and staff with protected characteristics. Where they represent a service, or policy change, individual schemes and programmes that are part of the BCF will have equality analysis / EIAs completed and included as part of the plans.

### **Safeguarding responsibilities for vulnerable children and adults implications**

27. The further integration of health and social care services will support the safeguarding of vulnerable Surrey residents. More joined up service delivery by organisations will aid the identification and support of people vulnerable to abuse and enhance consistency of approach and training to safeguarding issues.

### **Public Health implications**

28. Integration across health and social care will support and promote the health of the Surrey population, more closely aligning outcomes and resources.

### **WHAT HAPPENS NEXT:**

The next steps include:

- Provisional STPs are finalised by the submission deadline of 30 June 2016
- STP assurance process during July 2016 (through a series of regional conversations between national teams and STP leads)
- The Surrey Health and Wellbeing Board will receive further updates on the development of the STPs (date to be confirmed following the STP assurance process)

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#### **Contact Officer:**

Justin Newman, Assistant Director Health and Social Care Integration, Tel: 020 8541 8750

#### **Consulted:**

Representatives from:  
 Adult Social Care and Public Health  
 Legal services  
 Finance  
 Surrey Heartlands STP  
 Frimley Health STP  
 Sussex and East Surrey STP

**Annexes:**

None

**Sources/background papers:**

Cabinet report – 22 March 2016: Health and social care integration

Cabinet report – 24 November 2015: Progressing the integration of health and social care in Surrey

Cabinet report – 16 December 2014: Health and social care integration

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