



Derby City Council

**HEALTH AND WELLBEING BOARD  
24 March 2016**

**ITEM 6**

Report of the CO of Southern Derbyshire CCG  
and Director of Public Health

**Governance arrangements for developing the Sustainability and Transformation Plan (STP)**

**SUMMARY**

- 1.1 The NHS is required to produce a five year Sustainability and Transformation Plan (STP) which is place-based and drives the [Five Year Forward View](#) – which sets out a vision for the future of the NHS.
- 1.2 In January, the Health and Wellbeing Board (HWB) supported a proposed planning footprint of Derbyshire – inclusive of Derby City, for the STP.
- 1.3 The first stage in the development of the STP requires developing local leadership and collaboration. This includes the requirement to agree the governance arrangements and processes needed to produce and implement an agreed STP.
- 1.4 The development and implementation of the STP will support the HWB in its duty to encourage integration and in the delivery of the Health and Wellbeing Strategy's three primary objectives:
  1. To achieve health and social care system transformation;
  2. To shift care closer to the individual;
  3. To reduce inequalities in health and wellbeing.
- 1.5 The timetable for the development of the STP is ambitious. The full draft plan needs to be submitted to NHSE by the end of June 2016. Hence there is a requirement to work at pace to meet the deadline.

**RECOMMENDATION**

- 2.1 To note the role of the HWB in the governance and development process of the STP.
- 2.2 To agree and support the proposed governance arrangements for the STP development.
- 2.3 Members of the Board are requested to feedback to the SRO of the STP development process (Gary Thompson) any comments by 4<sup>th</sup> April 2016.

**REASONS FOR RECOMMENDATION**

- 3.1 Success of STPs and place-based planning is dependent on, "...an open, engaging, and iterative process that harnesses the energies of clinicians, patients, carers,

citizens, and local community partners including the independent and voluntary sectors, and local government through health and wellbeing boards”<sup>1</sup>

- 3.2 The appropriate and effective development and implementation of the STP supports the HWB in the integration of health and social care and in its achievement of its objectives as set out in the Health and Wellbeing Strategy 2014-19.

<b>SUPPORTING INFORMATION</b>
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- 4.1 The NHS is required to produce a five year Sustainability and Transformation Plan (STP) which is place-based and driving the Five Year Forward View. NHS England published the [Five Year Forward View](#) in October 2014 which set out a vision for the future of the NHS. It articulates why change is needed, what that change might look like and how it can be achieved.
- 4.2 STPs are to be place-based, multi-year plans built around the needs of local populations rather than institutions and aim to drive a genuine and sustainable transformation in patient experience and health outcomes over the longer-term.
- 4.3 If done right, it is envisaged that this will:
- engage patients, staff and communities from the start, developing priorities through the eyes of those who use and pay for the NHS;
  - develop services that reflect the needs of patients and improve outcomes by 2020/21 and, in doing so, help close the three gaps across the health and care system that were highlighted in the 5YFV (health and wellbeing, care and quality, and finance and efficiency);
  - mobilise local energy and enthusiasm around place-based systems of health and care, and develop the partnerships, governance and capacity to deliver;
  - provide a better way of spreading and connecting successful local initiatives, providing a platform for investment from the Sustainability and Transformation Fund; and
  - develop a coherent national picture that will help national bodies support what local areas are trying to achieve<sup>2</sup>.
- 4.4 In January, the Health and Wellbeing Board supported a proposal of Derbyshire (including Derby) as the planning footprint of the STP. This has been agreed.

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<sup>1</sup> NHS England, NHS Improvement, Care Quality Commission, Health Education England, National Institute of Health and Care Excellence and Public Health England (2015) [Delivering the Forward View – NHS Planning Guidance 2016/17-2020/21](#). December 2015, Gateway Reference: 04437. (Page 4)

<sup>2</sup> NHS STP guidance letter re: '[Developing Sustainability and Transformation Plans to 2020/21](#)' 16<sup>th</sup> February 2016, Gateway Reference: 04820.

4.5 There are two stages to the development of the STP:

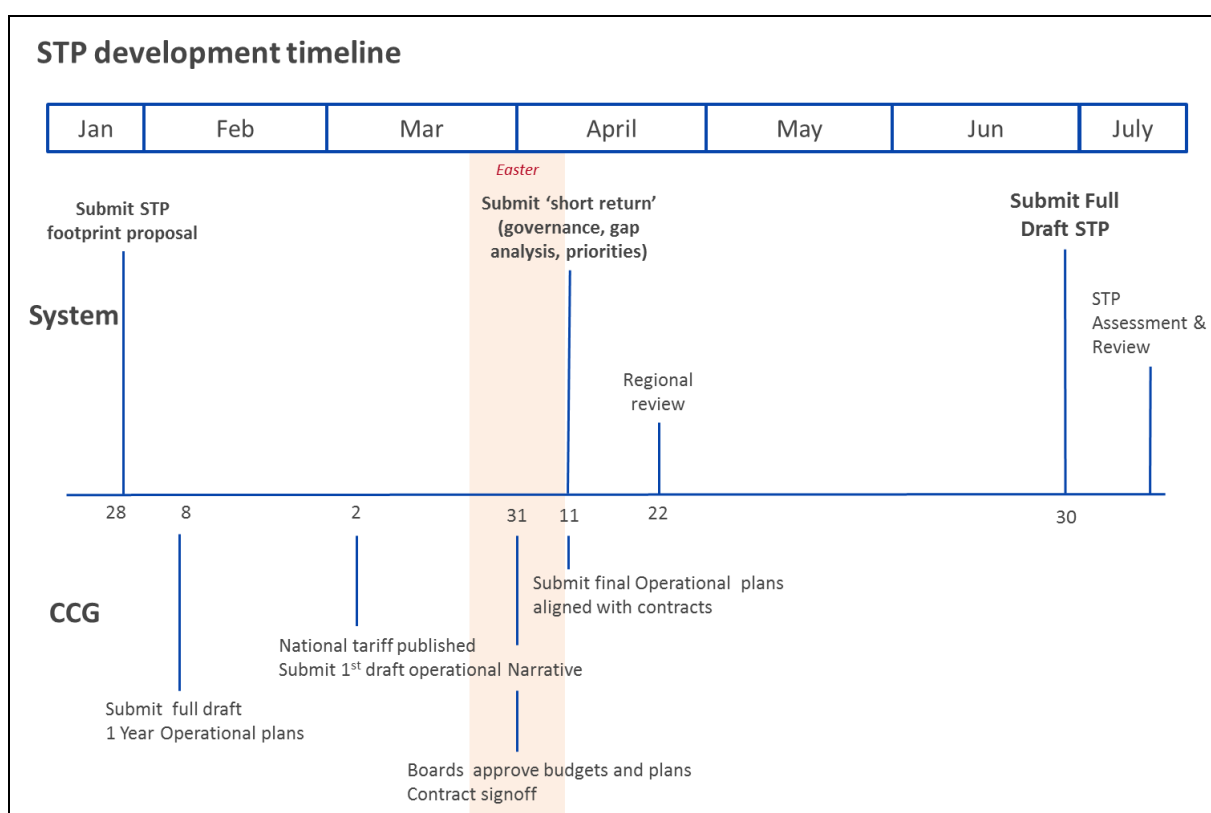
**Stage 1:** Before Easter – developing local leadership and collaboration;

**Stage 2:** After Easter – developing the STP.

4.6 Within Stage 1, three elements must be agreed for each of the STP footprints by Easter:

1. The governance arrangements and processes needed to produce an agreed STP and then to implement it;
2. The scale of the challenge locally for each of the three gaps; and
3. Key priorities identified to address each gap.

4.7 The timetable for delivery of the STP is shown below:



4.8 This report outlines the governance arrangements proposed to support the development of the STP.

4.9 The CCG Chief Officers and NHS Provider Chief Executives and Local Authority Directors of Adult Social Care have worked together to develop proposals for the governance arrangements for the STP development. The definition of the governance arrangements includes:

- Purpose and aims: to enable and support the STP process (consistent with the guidance);
- An agreed set of principles;
- Decision making rights;

- Structure – how components of the planning will fit together and link with existing structures;
- Description of the responsibilities / expectations for each of the main components;
- Agreement and sign-off of the governance arrangements by Statutory Bodies.

#### **4.10 STP Governance Arrangements: Principles:**

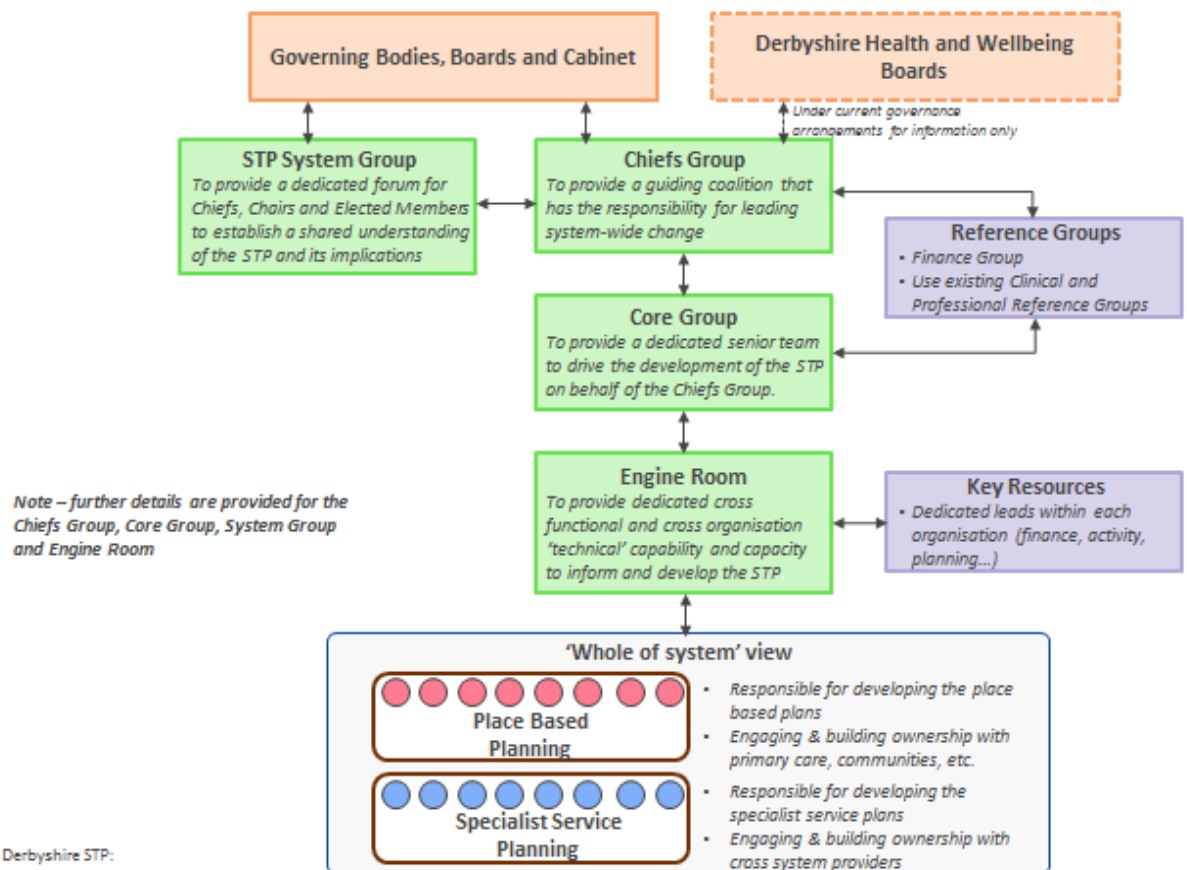
1. The current health and care system is typically reactive and characterised by organisation and role boundaries; it must be replaced by a system that is centred on people and communities.
2. The STP is about sustainable services – not making the current organisations sustainable.
3. Both working as a system and the STP development process are complex and ambiguous. The process will identify / highlight / surface difficult issues and conflicting interests within the system. These will be addressed as a system and be driven by the interest of the people served by the system.
4. The STP will take account of existing patient flows in and out of neighbouring STP footprints. It will also take account of the demands of other footprints and regional networks and their impact on our providers.
5. It is recognised that the current governance arrangements of statutory organisations 'lag behind' the system governance necessary to drive transformational change, and are therefore likely to be challenged through the process. Partners involved will need to be willing to be flexible about how system governance arrangements evolve over time.
6. In addition, existing commissioning and contract arrangements are likely to need to change.
7. System leaders will support each other to address the barriers to system sustainability and transformation posed by existing governance arrangements and existing commissioning and contracting including 'managing up' to the regulators.
8. System leaders will challenge themselves and each other to reduce transactional bureaucracy and duplication. This will require trust between each other and their teams to ensure things are done as efficiently and effectively as possible.
9. The STP process will challenge the way organisations across Derbyshire are currently configured.
10. The STP is not about 'one size fits all'. Derbyshire is made up of many diverse communities. These differences will be embraced, however the outcomes of what good looks like will not vary across them.
11. Development and implementation of the STP will necessarily be through 'learning by doing'. This is because we need to:
  - (i) better understand people's needs;
  - (ii) learn how we can better work together;
  - (iii) build on where we have already made progress;
  - (iv) consequently do more of what works and adapt what could be done better.

#### 4.11 Decision-making rights

Decision making rights will need to be discussed with relevant Boards:

- Not with the expectation of resolving / agreeing changes to executive responsibilities. Specifically the STP development process will rely on existing statutory Board arrangements - it will not attempt to create a separate cross system board;
- However, decision making rights need to be acknowledged as a complex and ambiguous area which will need to be resolved for the plans to be implemented; and
- Boards need to support their Chiefs with appropriate delegated authority to enable them to be full and equitable participants in the STP development process.

#### 4.12 STP Development Governance Structure



#### 4.13 Purpose of respective groups

**‘Chiefs Group’:** To provide a guiding coalition that has the responsibility for leading system-wide change;

**‘Core Group’:** To provide a dedicated senior team to drive the development of the STP on behalf of the Chiefs Group;

**‘System Group’:** To provide a dedicated forum for Chiefs, Chairs and Elected Members to establish a shared understanding of the STP and its implications;

**‘Engine Room’:** To provide dedicated cross functional and cross organisation ‘technical’ capability and capacity to inform and develop the STP.

<b>OTHER OPTIONS CONSIDERED</b>
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5.1 None.

This report has been approved by the following officers:

Legal officer Financial officer Human Resources officer Estates/Property officer Service Director(s) Other(s)	
For more information contact: Background papers: List of appendices:	Perveez Sadiq 01332 643550 <a href="mailto:perveez.sadiq@derby.gov.uk">perveez.sadiq@derby.gov.uk</a> None Appendix 1 – Implications

<b>IMPLICATIONS</b>
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**Financial and Value for Money**

- 1.1 There is a requirement in the planning guidance to return the system to aggregate financial balance in 2016/17. We know there is a significant local challenge within Derbyshire to do likewise for the local system.

**Legal**

- 2.1 None arising directly from this report.

**Personnel**

- 3.1 None arising directly from this report.

**IT**

- 4.1 None arising directly from this report.

**Equalities Impact**

- 5.1 One of the three key challenges in the STP is to close the health and wellbeing gap. We intend to do an equality impact assessment of the STP before it is finalised, using members of Derby Diversity Forum, many of them who are users of health services as customers or carers.

**Health and Safety**

- 6.1 None arising directly from this report.

**Environmental Sustainability**

- 7.1 None arising directly from this report.

**Property and Asset Management**

- 8.1 None arising directly from this report.

**Risk Management**

- 9.1 None arising directly from this report.

**Corporate objectives and priorities for change**

- 10.1 The STP will support the Council's priority to keep people healthy, safe and independent for as long as possible.