Lancashire Health and Wellbeing Board

Meeting to be held on 2nd September 2016

Lancashire and South Cumbria Change Programme and Sustainability and Transformation Programme Update

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Executive Summary

This report summarises the activities of the Lancashire and South Cumbria Change Programme over the last month and includes details on the progress to establishing the governance and programme structure arrangements. The report and the appended Programme Director's Report provides detail on the Programme's work to co-ordinate and support the Lancashire and South Cumbria health and care system the Sustainability and Transformation Plan, required by NHS England and their Delivering the 5 Year Forward View: NHS planning guidance 2017/18-2020/21.

This report aims to assure the Health and Wellbeing Board that the Programme is making good progress and to alert the Board to the activities, products and outcomes that it can expect in the next quarter of the year to inform its work programme.

Recommendation/s

The Health and Wellbeing Board is recommended to:

- Note the progress that the Lancashire and South Cumbria Change Programme has made in establishing the requisite governance and programme structure arrangements.
- Note the requirements of the Sustainability and Transformation Plans NHS and local government organisations and further deadlines of 16th September 2016 for financial plans, and supporting detailed narrative by 30th October to provide assurance that the health and care system can achieve financial sustainability at the end of this year and through to 2018.
- Advise on the requirement for the Programme to report to the Health and Wellbeing Boards or to the Joint Health and Wellbeing Board through the Independent Chairman of the Joint Committee (as set out on the governance structure) and the Senior Responsible Officer and STP Lead who is the Chairman of the Programme Board.
- Confirm its willingness to receive and discuss the Case for Change and its proposed publication at a future meeting.

Background

Attached at Appendix A is the Programme Director's Report which was presented, discussed and its recommendations supported by the Lancashire and South Cumbria



Change Programme Board at its meeting held on 17th August 2016. This provides further detail on the Programme's activities between 20th July and 17th August 2016.

With the publication of the NHS Planning Guidance in December 2015 the Lancashire and South Cumbria footprint was agreed as one of 44 Sustainability and Transformation Plan (STP) areas in England. The Health and Wellbeing Board will note that the STP is a five year strategic plan for health and care focused on the triple aims of improving health and wellbeing, care and quality and through this improve efficiency and the ability to manage within given financial resources. The STP is being developed and it will be implemented and change and improvements delivered through the Lancashire and South Cumbria Change Programme, which was previously known as Healthier Lancashire.

Successful STPs are expected to require an agreement on a common purpose (challenges and opportunities) and through NHS, local government and third sector organisations working together with the public and politicians to collaborate on co-designing solutions and making the most of opportunities to achieve improvements and financial sustainability.

The Health and Wellbeing Board should be assured that the Lancashire and South Cumbria Change Programme (LSCCP) has created a good infrastructure for the STP. The governance arrangements for the LSCCP are now in place. The Programme Board has begun to meet each month, and the Joint Committee, which includes representatives from top tier authorities and district councils, will have its first meeting in October. The Collaborative Commissioning Board which precedes these arrangements is currently considering its role in respect of the Joint Committee and its role in holding the health and care system to account for the implementation, delivery and ongoing monitoring of commissioning decisions. The LSCCP governance arrangements however, is awaiting the confirmation of discussions to form a single Health and Wellbeing Board that will hold the Joint Committee responsible and accountable. The LSCCP has begun the recruitment process for an Independent Chairman and would like the Health and Wellbeing Board's advice on how the LSCCP should report to it, through the Independent Chairman of the Joint Committee and the Programme SRO and STP Lead who chairs the Programme Board.

The Programme Board commenced the discussion about decision making and work has just begun to consider what decisions are taken where and why. This will result in the Programme considering a number of scenarios through which the decision making process can be tested and agreed to ensure that any potential barriers to reaching consensus (such as legal, cultural, constitutional) can be identified and mitigated for.

The supporting programme structure has now been established and with an initial focus on population health, urgent and emergency care and adult mental health; while keeping a strategic oversight on the regulated care sector, primary care and acute and specialised care workstreams. The programme's distributed leadership is now beginning to take shape, with all senior responsible officers in place. There is still however, significant concern about the capacity and capability of the system to support the activities that will be undertaken through the solution design phase. In particular the availability of clinicians and professionals to support the solution design work that is due to commence in September with the publication of the Case for Change. The Board will note from the attached paper, the Case for Change at the moment is still being co-produced with stakeholders. The solution design phase will also require the engagement of the public and local elected representatives. The details of the process, resources and timescale will be presented to the Programme Board in September. It is expected that the Health and Wellbeing Board will receive the Case for Change.

The governance and programme arrangements have been designed to deliver the large scale transformation that is needed to deliver the improvements and remain financially sustainable, but following the second submission of the draft STPs, NHS England (NHSE) has made it clear that STP health and care footprints must assure them of a joined up view of the future and joined up plans that are being delivered and ensure financial sustainability in 2016/17 and 2017/18. By 16th September a revised set of financial plans showing how we expect to achieve financial sustainability will be submitted and a shared narrative describing how this will be done to be agreed and submitted by end of October. Currently the STPs have remained draft working documents and this is expected to be the case in October. The development of the STP is involving all partners and the recently appointed, LSCCP, Involvement, Communications and Engagement Director is currently working with colleagues to develop a robust approach to communications and engagement across the system. It is recommended that the Health and Wellbeing Board has the opportunity to contribute to this and understand how the Case for Change will be used to engage and involve all stakeholders (workforce, public, politicians).

There is well established Digital Health Programme that has had to submit a Digital Road Map alongside the STP and this programme has begun to establish the technical infrastructure to allow the sharing of information across health and social care and which over the solution design phase will consider the appropriate new technologies that can be introduced to support people to look after their own health better or to manage their ill health more effectively.

The LSCCP Team continues to engage with stakeholders on an individual and group basis and has agreed over the coming weeks and months to work more closely with a number of interested parties to develop their understanding of the programme and to involve them in the Programme's activities and solution design.

List of background papers

Delivering the 5 Year Forward View: NHS planning guidance 2016/17-2020/21, published 22nd December 2015.

Joint Committee of Clinical Commissioning Groups Terms of Reference.

Lancashire and South Cumbria Change Programme Board Terms of Reference.

This report should be no more than **two** pages in total but may provide links to more detailed information and papers.