

## STP October 21<sup>st</sup> submission

22 September 2016

The Five Year Forward View set out our shared ambition to improve health, quality of care and efficiency within the resources given to us by Parliament. This 'triple aim' will only be achieved through local health and social care organisations working together in partnership with the active involvement of patients, stakeholders, clinicians and staff. Sustainability and Transformation Plans are the means of delivering these objectives in each local health and care system.

In June, each STP area shared its emerging thoughts on the 3-5 critical issues in its locality. As discussed in our conversations during July, we now expect to see plans with more depth and specificity. We recognise that each area is at a different starting point and that you will be able to provide more detail in 17/18 than later years but the October submission should build on the previous guidance (Annex A and Annex B) and:

- **Set out your plan to address the feedback from our July conversation.** We don't need another lengthy narrative. It would be helpful if you could provide a summary sheet or 'plan on a page' to set out your overall aims, highlighting key changes between the June and October submissions. This should also include a crisp articulation of the tangible benefits to patients and communities
- **Provide more depth and specificity** on how you plan to implement the proposed schemes as annexes. We include some illustrative PIDs and templates that other footprints have developed to support you in this process; (see Annex C). Any proposed shifts in activity from the acute sector should be accompanied by a clear plan to build strong primary care and community based services to provide the appropriate alternative care. Whatever format you choose, your plan will need to set out a clear set of milestones, outcomes, resources and owners for each scheme, as well as overarching risks, governance and interdependencies. This should include which organisation is involved in each initiative to allow you and us to triangulate your STP with local operational plans. We recognise that your plans will be more detailed for 17/18 and 18/19 and more high-level thereafter and subject to the normal rules around consultation and engagement.
- **Ensure your plan is underpinned by the Finance Template** and shows the impact on activity, benefits (costs and returns), capacity, workforce and investment requirements over time. We expect calculations to build from a whole-system view developed in collaboration with local government colleagues. Further guidance has been provided in Annex D.
- **Set out the measurable impacts of your STP** These will reflect local priorities and show how your local metrics link to the 3-5 key issues identified in your June submission as well as national metrics agreed with the Department of Health. These are likely to include measurements already captured in the CCG Improvement and Assessment Framework and NHS Improvement's Single Oversight Framework such as emergency admissions, bed days per 1000, A&E and RTT performance as well as delivery against elements of the cancer, mental health and primary care plans. Further information will follow.
- **Include a brief statement setting out how you envisage better integration between health and social care** commissioning and services could support the overall

objectives of your STP and proposals for working between the leadership of the STP and the health and social care Integration Plan if these are different. The LGA have also produced a tool to support integration (Annex E).

- **Set out the degree of local consensus amongst organisations and plans for further engagement.** It would be useful to know the degree of support your proposals command, the extent that you have engaged stakeholders and the public so far, and your plans for further engagement with patients, stakeholders, clinicians, communities, staff and other partners and how you have held meaningful strategic conversations with both NHS boards, CCG governing bodies and local government leaders (Local Authority arrangements will vary across the country so you should seek the advice of your LA CEO on who best to involve and when). We have produced guidance on engagement and consultation to support you in this and a copy is attached with this letter (Annex F).
- **Continue to develop your estates strategy** to deliver your service strategy; identifying and valuing the opportunities for estates rationalisation and land disposal (as well as funding sources) and any key interdependencies. The strategic estates advisers that supported CCGs in the preparation of their initial Local Estates Strategies will continue to be available to support you.

In order to plan effectively you will need to know the business rules and planning assumptions going forward, including how transformation funds and control totals will be agreed. We will therefore publish the Planning Guidance for your operational plans today – three months earlier than previous years – and we will be in touch to arrange a briefing in advance of publication.

STPs will be system-wide and set out how to deliver locally agreed objectives, how activity will flow between care settings and what each organisation needs to do to deliver the system-wide plan. Operational Plans will be at the level of individual CCGs and NHS Providers and capture each organisation's plans for quality improvement, activity and operational performance, including the reconciliation of finance, activity and workforce plans. This year, Operational Plans will cover 2017/18 and 2018/19, i.e. years 2 and 3 of the STP. The aggregate of all Operational Plans in a footprint need to be consistent with the STP. Operational plans will be expected to reconcile to STPs.

As you will need to move swiftly from STP to contract agreement, it is important that the key metrics in terms of activity trajectory and outline finance allocated are addressed within the STP.

Producing system wide STPs and earlier Operational Plans and contracts will be challenging for us all. Nevertheless, this offers a real opportunity to ensure that Operational Plans reflect our strategic intent rather than simply rolling forward last year's business model and to free up headroom in 2017 so that we can focus on delivering our plans rather than negotiating them.

Our Regional Directors will continue to support you in this process and will provide feedback on your STP in November so you can feed this into the planning round. The role of the STP and the Footprint leader is a vital and evolving one and we will work with you to understand how we can best support each other as we move towards implementation.

Further information on available support is attached (Annex E) including a timeline of key milestones.

### **Submission**

Plans need to be submitted by **Friday, 21<sup>st</sup> October by 5pm** to [england.fiveyearview@nhs.net](mailto:england.fiveyearview@nhs.net), copying in your Regional Directors.

**ANNEX A: April STP Guidance**

**ANNEX B: June STP Guidance**

**ANNEX C: Example PIDs**

**ANNEX D: October STP finance guidance**

**ANNEX E: Support schedule and milestones**

**ANNEX F: Engagement guidance**