

## **Norfolk and Waveney Sustainability & Transformation Plan – progress update**

### **Suggested approach by Maureen Orr, Democratic Support and Scrutiny Team Manager**

The committee will receive an update on progress with the Norfolk and Waveney Sustainability & Transformation Plan to date and the timetable for consultation with health scrutiny on proposed changes arising from the Plan.

#### **1. Background**

- 1.1 On 8 December 2016 Norfolk Health Overview and Scrutiny Committee (NHOSC) and invited Members of Suffolk Health Scrutiny Committee representing the Waveney area received a report from the Norfolk & Waveney Sustainability & Transformation Plan (N&W STP) Lead with copies of the N&W STP October 2016 Submission (v1.4) and the 'In Good Health' summary published in November 2016. The report is available on the Norfolk County Council website:- [NHOSC 8 December 2016](#) (agenda item 6).
- 1.2 The committee made comments to the N&W STP Executive Board and received responses in a letter dated 3 February 2017 (copy attached at **Appendix A**), which was included in the NHOSC Briefing 23 February 2017. NHOSC was also assured on 8 December 2016 that any specific proposals for substantial changes to health services that might emerge from the N&W STP at a later date would be subject to consultation with health scrutiny in the usual way.
- 1.3 Arrangements were made with Suffolk Health Scrutiny Committee to prepare terms of reference for, and nominate Members to, a potential Norfolk and Waveney Joint Health Scrutiny Committee, which will meet on a task & finish basis as and when required. The potential Norfolk and Waveney Joint Health Scrutiny Committee was to receive any consultation for substantial changes across the full N&W STP area or across any smaller area within the STP footprint that could not be fully covered by either the existing Great Yarmouth and Waveney Joint Health Scrutiny Committee or NHOSC.
- 1.4 To date the N&W STP partners have not brought forward proposals for specific substantial changes for which consultation with health scrutiny is required, so the potential Norfolk and Waveney Joint Health Scrutiny Committee has not yet been convened.
- 1.5 Over the past year health scrutiny Members in Norfolk and Waveney have been kept up-to-date with progress of the N&W STP via the NHOSC Briefing and the Great Yarmouth & Waveney Joint Health Scrutiny Committee Information Bulletin. There have also been progress reports at Norfolk Health

and Wellbeing Board's meetings in public and Healthwatch Norfolk held a public meeting about the STP in Norwich on 17 July 2017.

- 1.6 During summer 2017 N&W STP was rated as 'advanced' in NHS Improvement's national assessment of progress. The rating was awarded following an assessment in three broad areas: hospital performance, patient-focused change and transformation. The rating qualified Norfolk and Waveney's health and social care system for between £1m and £5m in capital funding, which was be used to fund mental health beds in west Norfolk, a key area of focus for the STP.

Dr Wendy Thomson, Managing Director of Norfolk County Council, stood down as Executive Lead for the STP and Antek Lejk, Chief Officer of NHS North Norfolk CCG and NHS South Norfolk CCG was appointed to the role. Former Secretary of State for Health Patricia Hewitt was appointed as independent Chair.

## **2. Purpose of today's meeting**

- 2.1 Antek Lejk, Executive Lead for N&W STP, and Jane Harper Smith, Programme Director, will update Members on progress to date and provide information on the schedule for consultation with health scrutiny about any specific proposals for substantial changes to services that may emerge from the STP.
- 2.2 Members of Suffolk Health Scrutiny Committee who represent the Waveney area, and who have been nominated for the potential Norfolk & Waveney Joint Health Scrutiny Committee, have been invited to attend and will have the opportunity to ask questions and make comments alongside NHOSC Members.
- 2.3 Information about the N&W STP schedule for consultation with health scrutiny will help Members to plan the health scrutiny forward work programme for the coming months as the intention is for NHOSC and the potential Norfolk & Waveney JHSC to meet on the same dates.

## **3. Suggested approach**

- 3.1 Members may wish to discuss the following areas with the N&W STP Lead:-
  - (a) It is understood that the STP Executive Board is not a collective decision-making body. No funding or service changes can be approved by the STP partnership as it stands, but only by the governing bodies of each of the constituent organisations. In this situation, who is ultimately accountable for the delivery of the N&W STP?
  - (b) How has public and stakeholder engagement helped to shape the N&W STP so far?
  - (c) When the STP partners move to consultation on proposals for significant changes to services, which body will be responsible for the

consultation and which body (or bodies) will make the decisions on how to proceed once the consultation results have been considered?

- (d) With the increasing pressures on NHS and council budgets, is the N&W STP progressing quickly enough to ensure the sustainability of local health and social care services to 2021?
- (e) Are the STP partners assured that they will be able to access funds to cover additional costs during the transition to sustainable services?
- (f) NHS England and NHS Improvement are introducing system-wide control totals for STP areas to sit alongside the individual control totals for the NHS organisations within them. Control totals set targets for the maximum deficit or minimum surplus achieved within a set timeframe. The intention of setting a system-wide control total is to reduce the incentive for individual organisations to optimise their own financial position at the expense of the wider system. Has the N&W STP area agreed a system-wide control total?
- (g) In October 2016 the N&W STP acknowledged 'no consensus currently regarding integrated commissioning of health and care'. Has there been progress in this area?
- (h) The local NHS and Norfolk County Council published a Local Digital Roadmap (LDR) 'Connected Digital Norfolk & Waveney (available on the Healthwatch Norfolk website <http://www.healthwatchnorfolk.co.uk/ingoodhealth/>). It sets out ambitions for digital connections across services to be achieved by 2021, with key milestones along the way and specific priorities for the STP. The July 2017 Healthwatch Norfolk report on the working relationships between GPs and secondary care recommended to the STP Executive Board and STP ICT workstream that 'System leadership is required to co-ordinate information systems in Norfolk across health services'. Are the priorities within the Norfolk & Waveney LDR proceeding as planned?
- (i) Workforce availability has been an area of concern to NHOSC since its 'NHS Workforce Planning in Norfolk' scrutiny report published in July 2015. What specific actions have the STP partners taken in this area since December 2016?
- (j) Mental health services were identified in the October 2016 N&W STP for additional investment of £14.1m by 2020-21 (to meet the NHS Five Year Forward View requirements) plus an additional £1.9m per annum via the Local Transformation Plan for Children & Adolescents Mental Health Services (CAMHS). Given the scope for whole system savings through addressing mental health needs at an early stage, and the recent return of Norfolk & Suffolk NHS Foundation Trust to special measures, do the STP partners consider that enough additional investment is being made in this area?

#### **4. Action**

##### **4.1 NHOSC may wish to:-**

- (a) Make comments to the STP Executive Board, including any comments made by Waveney Members of Suffolk Health Scrutiny Committee.
- (b) Seek an indication of the date by which the STP partners will be ready to consult with health scrutiny about proposed substantial changes to services, so that the Norfolk & Waveney Joint Health Scrutiny Committee can convened at the appropriate time.



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