

## **Norfolk and Waveney Sustainability & Transformation Plan**

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

The committee will have an opportunity to comment or make recommendations in relation to the Norfolk and Waveney Sustainability & Transformation Plan.

#### **1. Background**

- 1.1 Members of Norfolk Health Overview and Scrutiny Committee (NHOSC) have received information about the development of the Norfolk and Waveney Sustainability & Transformation Plan (N&W STP) in each NHOSC Briefing since April 2016. Norfolk and Waveney is one of 44 STP 'footprints' across England and the STP is being jointly developed by all the health and social care organisations in the area. A system-wide executive group was established to oversee the development, composed of the chief executives across the local health and social care economy. The Managing Director of Norfolk County Council is the nominated lead for the N&W STP. The process is directed at national level by NHS England.
- 1.2 On 7 October 2016 the N&W STP partners published 'In Good Health', which set out why local health and care services must change in the years ahead to keep them sustainable. They also published a submission made in June 2016 to NHS England about the progress made on developing the N&W STP. A summary of what was contained in the June submission had already been published within a report presented to the Health and Wellbeing Board in July 2016.
- 1.3 Members of the County Council had the opportunity to engage informally with the developing STP at a Member Briefing on 11 October 2016.
- 1.4 On 17 October 2016 Norfolk County Council received a report that summarised the key elements of the N&W STP and outlined the next steps. The report explained that NHS England required all STP areas to submit their full STPs on 21 October 2016.

The report noted that there would be a longer term programme of engagement with stakeholders and the public, with much of the detailed planning to be developed. A Clinical Reference Group had been established, involving NHS Trusts and Medical Directors and CCG Chairs, to ensure the plans carried the support of local clinical leaders. Planning was underway for a programme of engagement with Norfolk

and Waveney residents on the challenges faced and how the STP partners were working together to address them.

The County Council resolved:-

‘To endorse the overall strategic direction of the Norfolk and Waveney STP and key areas for change for submission to NHS England by the 21 October deadline and support the ongoing work with partners in moving to the next stages of detailed planning’.

- 1.5 The accountable boards and governing bodies of each of the constituent NHS organisations met in private during the final week before 21 October and endorsed the submission of the N&W STP. The Health and Wellbeing Board met in private on 18 October 2016 to review and comment on the Plan. The N&W STP was submitted to NHS England on 21 October 2016.
- 1.6 On 18 November 2016 the N&W STP, and summary called ‘In Good Health - Our proposals for changing health and social care in Norfolk and Waveney’, was published on the Healthwatch Norfolk website:-  
<http://www.healthwatchnorfolk.co.uk/ingoodhealth/>  
Local people and organisations were invited to share experience, views and ideas about how to create sustainable health and social care services.

For ease of reference, copies of the documents are attached as follows:-

**Appendix A** – Norfolk and Waveney STP, October 2016 Submission (v1.4)

**Appendix B** – In Good Health, November 2016

## **2. Purpose of today’s meeting**

- 2.1 Wendy Thomson, Managing Director of Norfolk County Council and the Lead for N&W STP will attend the meeting to answer the committee’s questions and receive any comments or recommendations that NHOSC may wish to make at this stage of the engagement process.
- 2.2 Members of Suffolk Health Scrutiny Committee who represent the Waveney area have been invited to attend and will have the opportunity to ask questions and make comments alongside NHOSC members.

## **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) The N&W STP has been published and the engagement process is underway. When does the period for submission of comments end and what is the process for taking account of public feedback about the Plan?
- (c) How will the partners handle public consultation and consultation with NHOSC on proposals for substantial changes which may arise from the STP?
- (d) The STPs are about future sustainability of services. What is the level of assurance that the organisations involved will be able to work collaboratively within the overall Plan and at a fast enough pace, especially in the early years, to avoid the need for urgent unilateral action to balance their own individual budgets?
- (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) The ICT workstream is important for the integration of services. The STP notes that there is currently no Clinical Information Officer for the N&W STP (as at 21 October 2016) and proposes to use secondments to build a virtual team. Has there been progress in this respect?
- (g) The STP recognises the need for a step-change to support illness prevention and wellbeing. Given the difficulty of quantifying the cost : benefit outcomes of preventative action in the medium to long term, and the pressure on funds to meet immediate needs for treatment in the short term, how will this be achieved?
- (h) The STP highlights a 'large, emergent 18 week referral to treatment issue at the NNUH', with an estimated £11m cost implication which is not accounted for within the current plans. At 21 October 2016 the system was working to identify solution and welcomed support from the NHS Improvement Intensive Support Team. Have solutions been found?
- (i) It is understood that system-wide financial control targets are being introduced for healthcare providers and CCGs, to reduce the incentives for individual organisations to optimise their own financial position at the expense of the wider system. What are the implications of a system-wide financial control total for organisations within the N&W STP, particularly in light of the fact that the NNUH is currently in financial special measures?
- (j) At 21 October 2016 the STP acknowledged 'no consensus currently regarding integrated commissioning of health and care'. Has there been progress in this area?

#### **4. Action**

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

- (a) Make comments or recommendations to the STP Executive Board, including any made by Waveney Members of Suffolk Health Scrutiny Committee.
- (b) Seek assurance that NHOSC will be kept informed of progress with the STP, and any proposals for substantial changes to services arising from the STP, and that health scrutiny will be formally consulted as required.
- (c) Seek assurance that adequate time will be allowed for any such consultations and for any action that NHOSC may wish to take as a result of STP partners' decisions, before substantial changes to services are implemented.



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