



# **NEL Sustainability and Transformation Plan**

**Strategic Planning Board**

**Minutes**

Thursday 23rd June 2016  
Newham CCG, Unex Tower, 4<sup>th</sup> Floor, Meeting Room FO24/FO21

**Attendees:**

Julian Nettel (JL) - Chair	Independent Facilitator
Jane Milligan (JM)	Chief Officer, Tower Hamlets CCG - NEL STP Lead
Conor Burke (CB)	Chief Officer, BHR CCGs
Steve Gilvin (SG)	Chief Officer, Newham CCG
Martin Esom (ME)	Chief Executive, London Borough of Waltham Forest- NEL STP LA Lead
Matthew Hopkins (MH)	Chief Executive, BHRUT NEL STP Provider Lead
Terry Huff (TH)	Chief Officer, Waltham Forest CCG - NEL STP CCG Lead
Sam Everington (SE)	CCG Chair, Tower Hamlets CCG - NEL STP Clinical Lead
Ceri Jacobs (CJ)	NEL Area Director, NHS England
Alwen Williams (AW),	Chief Executive, Barts Health Trust
Meradin Peachey (MP)	Director of Public Health, Newham - STP Public Health Lead
David Maher (DM)	Deputy Chief Officer & Programme Director, C&H
Tracey Fletcher (TF)	Chief Executive, HUH
Neil Kennett-Brown (NKB)	Director of Transformation, WEL CCGs
Navina Evans	Deputy CEO, ELFT
Hilary Ross (HR)	UCLP
Lee Outhwaite (LO)	NHS Improvement
Nigel Burgess (NB)	Health Education England
Tom Travers (TT)	Chief Finance Officer, BHR CCGs
Ralph Coulbeck (RC)	Director of strategy, Barts Health Trust
Oliver Excell (OE)	NEL STP PMO Manager
Joy Ogbonna (JO)	NEL STP PMO Support
Erin Birch (EB)	PwC
Ulrich Demfle (UD)	PwC

**Apologies:**

Clare Highton (CH)	CCG Chair, City & Hackney CCG NEL Clinical Senate Chair
Waseem Mohi (WM)	CCG Chair, Barking and Dagenham CCG
Grainne Siggins (GS)	Director of Adult Social Care, London Borough of Newham
John Brouder (JB)	Chief Executive, NELFT
Paul Haigh (PH)	Chief Officer, City & Hackney CCG
Russ Platt (RP)	Specialist Commissioning, NHS England
Jacqui Van Rossum (JVR)	Executive Director, Int. Care (London) & Corporate Comms, NELFT
Daniel Waldron (DW)	Director of Organisation Transformation, HUH

## 1. Welcome and Introductions

The chair, JN welcomed everyone to the meeting and noted apologies. He informed every one of the purpose for the meeting which was to update the programme board on the current stage of the programme and a final opportunity for the Board to have a discussion prior to the submission of the draft north east London (NEL) Sustainability and Transformation Plan (STP) to NHS England and NHS Improvement on the 30<sup>th</sup> June. JN highlighted three particular areas to have further discussion on namely; productivity, infrastructure and primary care. This outcome from the board would feed into the meeting with Jim Mackey and Simon Stevens in July. He advised that we need to be clear as a community on what support we require from leadership to progress with our plans.

## 2. Minutes and matters arising

For the purpose of the workshop the minutes were approved to be read.

## 3. Finance Update

A copy of the draft north east London (NEL) Sustainability and Transformation Plan (STP) submission plan was tabled at the workshop. Feedback and comments have been received from organisation which has been reflected on the document and appendices, he however noted that the document is still in draft and a further detailed plan will take place in the next few months.

UD gave a brief update of the Financial Base Case. Making reference to page 25 of the report, he gave a breakdown of the five year affordability challenge.

A number of different scenarios based on different levels of CIP and QIPP delivery were modelled for NEL to identify the five year affordability challenge. The NEL NHS FY20/21 affordability challenge is £848m in the “do nothing” scenario which assumes growth and inflation in line with organisations plans but that no CIP or QIPP would be delivered in any year.

Key expenditure drivers are the growing and ageing population in line with GLA projections and an additional demographic demand growth assumption of 1% per year due to new technology, etc.

Making reference to page 26, financial challenge has been broken down from NEL commissioners and Providers from year 16 to 21. Closing of the gap workstream view BAU would reduce the affordability gap to £445m within the BAU efficiencies. 2% CIP delivery assumption is also well aligned with

average, a variation of the “do minimum” challenge might be substantially reduced. More work is been done to firm up risk rate savings estimates and delivery plans.

The bridge covers range of transformation programmes, Hackney Devolution pilot, WEL TST and BHR ACO and a bucket of infrastructure. Further contribution from closing the gap will come from collaborative productivity and infrastructure opportunities. The infrastructure gap will be helped if external PFI support can be found. UD reported that the STF and potential Specialised Commissioning savings might help improve the projected financial position further.

**Recommendation:** The board agreed that the PFI costs within the patch are highlighted as cost difficulty within the analysis and have a clear understanding on how that’s treated within the contest of the STP.

Additional details of the preliminary mapping were provided for review and comments on page 28 of the submission paper. DM raised concerns on the figures for City and Hackney (C&H) as they were not familiar.

**Action:** UD to pick up with DM after the meeting for accuracy of C&H figures

#### 4. Outputs from workshop sessions

Workshop session to review latest version of NEL STP, focusing on:

Productivity, Infrastructure, Primary care and our Ask of NHS England and NHS Improvement.

**Question 1** - Are there any areas missing or area of concern?

**Question 2** - Are we ambitious enough?

**Outputs from the session:** The following comments was received by the group

**Infrastructure:** There were discussions for clarity on how the figures were made up from report presented. JN reported that it would be know what the key risks associated with achieving saving. There is a CFO meeting on the 24<sup>th</sup> where this would be further debated and outcomes to be fed to the STP Exec members on 27<sup>th</sup> June to have an understanding of what the requirements are for the meeting with NHS England on the 14<sup>th</sup> July.

**Action:** PwC to put some descriptive analysis of how the numbers where achieved and understanding of what is required to close the gap.

**Primary care:** A paper was circulated to members of the Board; SG gave a verbal update on the paper which sets out the five year Strategy and Plan for the transformation of primary care in North East London (NEL) and the overall approach being taken across NEL, building on the local delivery models in the City and Hackney, Waltham Forest & East London (WEL) and Barking, Havering & Redbridge (BHR) Accountable Care Systems. He reported that the document will form an annex to the Sustainability and Transformation Plan (STP) for North East London. It would be a standalone resource and advise that comments and feedback should be forwarded to him by 27<sup>th</sup> June.

**Ask of NHS E/NHSI** – There was insufficient time in this meeting to discuss the Ask requirements from NHSE/NHSI; however it was agreed that the group would feedback and comments to NKB by the 27<sup>th</sup> June

CJ explained that the STP is set out in different waves, where wave 1 is fully work plan by August, wave 2, NELs current position which is within the timelines we are working to end of October and wave 3 is fully work plan by December. The meeting on the 14<sup>th</sup> July can be used to further explain the timings.

**5. Resources and planning next phase with feedback from workshop on 22/06:** Due to time constraint, the agenda item was not discussed. Summary points from the workshop would be circulated to all.

**Action:** NKB to forward summary to the group.

### **Actions/Next Steps**

- Review comments received in the workshop on the draft submission and incorporate required changes for the 30<sup>th</sup> June final submission
- Further discussion to be carried out at the NELAG meeting scheduled for the 24<sup>th</sup> June which would feed into final submission.
- A meeting to be organised for STP Executives and Directors of finance 28<sup>th</sup> June to agree on the finance content for 30<sup>th</sup> June STP submission
- NEL STP PMO will submit the STP submission to NHS England and NHS Improvement by 5pm, 30<sup>th</sup> June
- A draft of the STP will be circulated to Programme Board after submission to NHS England and NHS Improvement for their information.
- Additional workshops are scheduled to take place in the forth-coming weeks to engage all relevant stakeholders e.g. CCGs, Provider and the Local Authority.
- Next Board meeting is scheduled for the 19<sup>th</sup> July to discuss the next steps towards submission in October.

- 
- Two horizontal bars are positioned above the main text. The first bar is green and the second bar is dark blue. They are placed side-by-side, with the green bar on the left and the blue bar on the right.
- A stocktake meeting has been scheduled with Simon Stevens and Jim Mackay for 14<sup>th</sup> July update would be provided at the next board meeting.

6. **AOB:** The date for the next programme board meeting scheduled 19<sup>th</sup> July 2016 at Newham CCG.