

**From:** Dr Navina Evans, Chief Executive  
Mason Fitzgerald, Director of Corporate Affairs

**To:** Council of Governors

**Date:** 19 January 2019

**Subject:** Strategic Planning Update

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### **1.0 Purpose of the Report**

1.1 To provide the Council with an update on strategic planning activity in the Trust, as well as a summary of current performance.

### **2.0 Role of governors in relation to this item, and key points**

2.1 The Trust Board has the legal power to approve the Trust's strategic plans. In developing the plans, the Board must have regard to the view of the Council of Governors.

2.2 The role of Governors is therefore to engage with the membership and provide feedback to the Trust on the development of the Trust's strategic plans.

### **3.0 Operational Plan 2017-19**

3.1 The draft Operational Plan for 2017-19 was discussed at the Council meeting in December 2016.

3.2 The final version of the plan was approved by the Board and submitted to NHS Improvement on 30 December 2016.

3.3 There was a material change in the final submission, in that the Trust did not agree the financial control total set by NHS Improvement (i.e. achieving a surplus of £12.4m in 2017/18, and £12.7m in 2018/19).

3.4 The Trust has submitted a plan that delivers a surplus of £4.5m in 2017/18, and £4.5m in 2018/19.

3.5 The main reasons for this change are as follows:

- Movement to contracts with commissioners where a proportion of income is dependent on achievement of certain outcomes, which creates a risk that the Trust may not receive the income
- Loss of children's services and sexual health services to the Local authority

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- Parity of esteem investment received is committed to development of new services, and does not provide any additional surplus
- Increased costs of providing consistent staffing levels on Psychiatric Intensive Care Unit wards
- Increase in risk reserve for non-achievement of CQUIN (quality targets set by commissioners)
- Risk of non-achievement of the apprenticeship levy (a national requirement to provide apprenticeships, which results in the Trust paying a £1.1m levy)
- Increase in business rates for Trust premises

3.6 The plan will now be reviewed by NHS Improvement. A further update will be provided to the Council in March.

3.7 As previously discussed, the annual consultation programme will go ahead in February – March 2017. Dates have been set (see Appendix) and flyers with all details will be circulated to members and governors shortly.

### 4.0 Sustainability and Transformation Plans

4.1 As it was reported to the Council, Sustainability and Transformation Plans (STPs) are “place based” plans that cover a wide geographic footprint. The Trust is part of two STPs:

- **North East London STP** (which covers the City of London, Hackney, Newham, Tower Hamlets, Barking, Havering and Redbridge); and
- **Luton, Bedfordshire and Milton Keynes STP** (which covers Luton, Bedfordshire Central, Bedford Borough and Milton Keynes).

4.2 All NHS Trusts, Clinical Commissioning Groups and Local Authorities in each area are part of the planning process. STPs are meant to be “population based umbrella plans” that set out how each local area will:

- Close the health and wellbeing gap
- Drive transformation to close the care and quality gap
- Close the financial and efficiency gap

4.3 Initial submissions were made to NHS England on 15 April, second drafts were submitted on 30 June, and further versions were submitted in October 2016.

4.4 The two STPs the Trust is part of were published in November and were circulated to the relevant Governors.

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- 4.5 As discussed at the December 2016 meeting, much work is required to turn the high level plans into concrete proposals, and public engagement activity is also now underway.
- 4.6 Further updates are set out below:

### **North East London**

- All contracts have been agreed by 23/12/16 in line with national requirements
- STP governance structures have been reviewed and streamlined, with several new committees in place (e.g. Audit Committee)
- A draft Memorandum of Understanding, which outlines how partners will work together, has been developed and is in process of approval
- A Transformation Committee is overseeing bids for national transformation funds for mental health (Improving Access to Psychological Therapies -IAPT and Liaison services), cancer, diabetes and learning disability. The Trust is submitting bids for liaison services (Hackney) and IAPT (Newham)
- A national review of mental health content of the NEL STP rated as good (one of seven out of 44 rated good or outstanding nationally)
- STP mental health workstream in process of developing key deliverables against the five mental health priorities and identifying resources to support delivery

### **Bedford, Luton & Milton Keynes**

- Clinical engagement events are under way
- Work to develop a model for an accountable care system is underway
- The Trust is working with Central and North West London NHSFT to develop an offer for the mental health content of the STP

## **5.0 Current Trust performance**

- 5.1 Despite operating in challenged health economies in both east London, Bedfordshire and Luton, the Trust is a high-performing organisation, based on regulatory and other national standards, as set out below.
- 5.2 The Trust was also awarded the HSJ's "Provider Trust of the Year" award in November 2016.

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Category	Indicator	Performance
NHS Improvement	Shadow rating (on a scale of 1-4 with 1 being the best)	2
Care Quality Commission (CQC)	Overall rating following comprehensive inspection in June 2016	Outstanding
National targets	National targets relevant to mental health and community services	Fully compliant
National staff survey	National ranking for overall staff engagement score	4 <sup>th</sup> equal; in the top 5 places for the past three years
National community patient survey	Overall national ranking	3 <sup>rd</sup> in 2015-16; in the top 5 places for the past three years

5.3 At the December 2016 meeting, the Council received a presentation on the Trust's financial performance. The Trust remains on track to deliver its financial recovery plan for 2016/17, which will result in a projected year-end surplus of £4.5m.

5.4 The Trust has just received results of the 2016 Staff Survey, and scores are being distributed to directorates for review and action planning. A full report will be submitted to the March Council meeting.

### 5.0 Action being requested

5.1 The Council of Governors is asked to **RECEIVE** and **NOTE** the report.

**Annual Plan Consultation Events 2017**

<b>Date</b>	<b>Time</b>	<b>Venue</b>
<b>LUTON</b> Thursday 9 <sup>th</sup> February 2017	12:30pm – 3pm	The Hat Factory (Gallery) 65 - 67 Bute Street Luton LU1 2EY
<b>TOWER HAMLETS</b> Monday 10 <sup>th</sup> February 2017	12:30pm – 3pm	Main Hall Brady Arts Centre 192-196 Hanbury Street London E1 5HU
<b>NEWHAM</b> Monday 13 <sup>th</sup> February 2017	12:30pm – 3pm	Circus 1 Stratford Circus Theatre Square London E15 1BX
<b>HACKNEY</b> Friday 24 <sup>th</sup> February 2017	12:30pm – 3pm	Lecture Theatre St Joseph's Hospice Education and Conference Centre Mare Street London E8 4SA
<b>BEDFORDSHIRE</b> Friday 3 <sup>rd</sup> March 2017	12:30pm – 3pm	King's House 245 Ampthill Road Bedford Bedfordshire MK42 9AZ
<b>TRUST-WIDE</b> Currently being finalised		