

**From:** Mason Fitzgerald, Director of Corporate Affairs  
**To:** Council of Governors  
**Date:** 20 July 2017  
**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.

## **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 Update on the National Context: Emerging Themes, Policies and Initiatives**

### **3.1 NHS England announces new sites to redesign forensic mental health services and cut out of area placements**

3.1.1 NHS England recently announced a new tranche of sites to test new approaches to delivering forensic mental health services – cutting the number of people travelling long distances for care. Eleven new sites will be tasked with bringing down the number of people who receive in-patient hospital treatment and for those who do need more intensive care, that this is available closer to home. The pilot sites, made up of NHS mental health trusts, independent sector and charitable organisations will work together, sharing a local budget, to effectively reorganise services in their area to provide the best care for patients. Local managers and clinicians will take charge of managing budgets and providing inpatient and specialised mental health services, tailoring them to their area's individual needs. The trust is part of one of the eleven sites chosen.

### **3.2 2017 General Election**

3.2.1 Following the general election result there have been increased calls for increases in public sector funding, including a lift of the 1% annual uplift pay cap for staff. Details of government policy announcements will be shared as they become available.

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### 4.0 Update on Sustainability and Transformation Partnerships (STPs)

#### 4.1 East London Health & Care Partnership (North East London STP)

4.1.1 On 3 July, the North East London STP formally launched as the East London Health & Care Partnership. ELHCP brings together the 20 NHS and local authority partners across east London, each of which is in the process of signing a Memorandum of Understanding through which the partners agree to work together to deliver the Sustainability and Transformation Plan. The ELHCP Partnership Board comprises clinical leaders and chief executives from each of the 20 partner organisations; it will meet monthly, with a meeting in public once a quarter. ELHCP partners have identified three Accountable Care Systems within the STP area, Barking Havering & Redbridge (covering Barking & Dagenham, Havering and Redbridge CCGs and local authorities), Waltham Forest & East London (covering Waltham Forest, Tower Hamlets and Newham CCGs and local authorities) and City & Hackney (covering City & Hackney CCG, Hackney Council and the Corporation of London). Each of the ACSs is currently considering the design of service delivery and how organisations might work together, and be contracted. ELHCP will shortly be undertaking an engagement exercise, on options for the payment mechanism and contracting arrangements, for 2019/20 and onwards.

4.1.2 The Mental Health Programme has five big priorities, which incorporate within them delivery of the Five Year Forward View for Mental Health, including:

- Improve population health & wellbeing
- Improve access and quality
- Ensure services have the right capacity to manage increasing demand
- Mental health supporting improved system outcomes and value
- Commissioning and delivering new models of care.

The workstream is currently in the process of identifying clinical and managerial leads for each of the priorities, who will be responsible for developing more detailed delivery plans over the next six to eight weeks.

#### 4.2 Bedford, Luton and Milton Keynes STP (BLMK)

4.2.1 The BLMK STP has been awarded first wave Accountable Care System status, and in this context is currently developing the model for how the ACS may work in practice, in line with the requirements of Five Year Forward View Next Steps. The developmental work is being co-produced with the regulators, and is anticipated to go live incrementally as from 1 April 2018.

4.2.2 A key requirement of first wave ACSs is to demonstrate rapid progress on the delivery of the Five Year Forward View for Mental Health. To this end, the BLMK STP Chief Executive's Group has nominated Dr. Navina Evans as the STP Mental Health Lead. A rapid self-assessment of delivery progress against the Forward View has been undertaken, a delivery plan has been rapidly

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developed and submitted. A task and finish group is now being organised to help refine and develop the plan, including its implementation.

### **5.0 Update on the Trust's Operational Plan 2017-19**

5.1 The response to feedback from the borough consultation meetings and the Council of Governors is being finalised and will be circulated in the next week. .

### **6.0 Update on Strategic Partnership activity**

#### 6.1 Bedfordshire

- The Trust continues to develop partnerships with other local providers in order to deliver high quality integrated care

#### 6.2 Newham

- The Trust is supporting Newham GP Federation in its development, initially through the Executive Director of Commercial and Business Development conducting a scoping exercise and acting as their Chief Executive.

#### 6.3 City & Hackney

- The City & Hackney commissioners and the Local Authority have approved proposals to deliver integrated commissioning, including pooled budgets. The Trust is represented on a Transformation Board which will develop proposals for service provision.

#### 6.4 Luton

- The Trust continues to develop partnerships with other local providers in order to deliver high quality integrated care

#### 6.5 Tower Hamlets

- The Trust is a member of the Tower Hamlets Together partnership (Barts Health, GP federation, Local Authority and ELFT). The partnership is currently considering how it will take on delegated responsibilities from commissioners, and will be reviewing draft commissioning intentions for 2018/19.

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### **7.0 The “Big Conversation”**

7.1 The Big Conversation consultation exercise regarding the Trust’s vision and mission continues, and a session has been held with governors. The feedback from the consultation will be presented to the September Council meeting.

### **8.0 Action being requested**

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