

REPORT TO THE TRUST BOARD: PUBLIC
3 October 2019

Title	Strategic Activity Update
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Purpose of the report

The aim of this report is to provide the Trust Board with an update on key areas of the Trust’s strategic decision-making, planning and management. It is structured to provide information on national policy developments and our partnership working in local integrated care systems.

Summary of key issues

NHS England and NHS Improvement have issued a new NHS Oversight Framework for 2019/20, creating a new joint approach to overseeing the performance of both NHS providers and Clinical Commissioning Groups.

NHS England & NHS Improvement have issued the NHS Long Term Plan Implementation Framework. The framework sets out the priorities against which Sustainability & Transformation Partnerships & Integrated Care systems are required to submit five year plans, in draft by 27 September 2019, and in final form by 15 November 2019.

Strategic priorities this paper supports

Improved experience of care	<input checked="" type="checkbox"/>	This paper covers the Trust’s strategic planning process and strategy development, and therefore supports all of the Trust’s strategic priorities.
Improved population health outcomes	<input checked="" type="checkbox"/>	
Improved staff experience	<input checked="" type="checkbox"/>	
Improved value	<input checked="" type="checkbox"/>	

Committees/meetings where this item has been considered

Date	Committee/Meeting
	This report is routinely submitted to the Executive Service Delivery Board

Implications

Equality Analysis	The Trust strategy has specific goals to address health inequalities, and this will be a focus of both our population health and equalities workstreams.
Risk and Assurance	The developments in this report provide assurance that the Trust is effectively engaging with external partners, developing services to improve patient care and outcomes, and maintaining value for money.
Service User/Carer/ Staff	The service developments in this report should have a direct beneficial impact on service users and carers.
Financial	The acquisition of additional income has positive financial benefits for the Trust.
Quality	Service developments are specifically designed to improve quality.

Supporting documents and research material

N/A

Glossary

CCG	Clinical Commissioning Group
STP	Sustainability & Transformation Partnership
ELHCP	East London Health & Care Partnership
NELCA	North East London Commissioning Alliance
BLMK	Bedfordshire, Luton & Milton Keynes
5YFV	Five Year Forward View
CQC	Care Quality Commission
INEL STB	Inner North East London System Transformation Board
FYFVMH	Five Year Forward View Mental Health
IHI	Institute for Healthcare Improvement
ICS	Integrated Care System
PCN	Primary Care Network
Place based system	The Trust works with six place based systems: BLMK: Bedford Borough, Central Bedfordshire, Luton ELHCP: City & Hackney, Newham, Tower Hamlets

1.0 Background/Introduction

- 1.1 The Trust operates in an increasingly more complex and diverse health and social care economy which is continually changing and developing the landscape of health and social care commissioning and service provision.
- 1.2 The external drivers for change place increasing demands upon the Trust's capacity for strategic decision-making, planning and management. The pace and volume of change is increasing and it is therefore important that senior decision-makers within the Trust are kept abreast of strategic developments, both internally and externally. This report aims to fulfil this requirement.
- 1.3 The Trust is part of two Sustainability and Transformation Partnership (STP) footprints: North East London; and Bedfordshire, Luton & Milton Keynes (BLMK, which is a "first wave" Integrated Care System). The footprints are comprised of local NHS providers, Clinical Commissioning Groups (CCGs), Local Authorities, and local other health and care services who together have developed STPs for accelerating the implementation of the NHS Long Term Plan
- 1.4 Following a major engagement exercise ("the Big Conversation") The Trust Board approved a 5 year strategy in April 2018, which aligns with the national policy direction and the ambitions of our local system partners. The Trust has a detailed programme to ensure effective implementation of the strategy.

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

- 2.1 NHS England and NHS Improvement have issued a new NHS Oversight Framework for 2019/20, creating a new joint approach to overseeing the performance of both NHS providers and Clinical Commissioning Groups, and replacing the previously separate oversight arrangements of NHS providers and

NHS commissioners. The new framework represents a shift towards system regulation, whilst recognising that the individual accountabilities of separate organisations remain in place. The Trust will participate in new joint oversight arrangements with CCGs and NHS England/Improvement.

- 2.2 NHS England & NHS Improvement have issued the NHS Long Term Plan Implementation Framework. The framework sets out the priorities against which Sustainability & Transformation Partnerships & Integrated Care systems are required to submit five-year plans, in draft by 27 September 2019, and in final form by 15 November 2019. It is expected draft plans will be presented to the Board for consideration in October 2019.
- 2.3 The Long-Term Plan includes new funding for mental health and community health services. Detailed guidance has now been published for mental health, with specific national priorities. This includes new and more ambitious targets for many of the Five-Year Forward View for Mental Health priorities, for example improving quality and access for children and adolescents with mental health problems and Improving Access to Talking Therapies for adults. It also includes new priorities, for example improving community mental health services for people with serious mental illness and organising them around primary care networks/neighbourhoods.

3.0 Sustainability & Transformation Partnerships/Integrated Care Systems Update

- 3.1 The Trust is working closely with Bedfordshire, Luton and Milton Keynes Integrated Care System and North East London Sustainability & Transformation Partnership to develop five-year plans. Both plans have two main elements, a narrative plan, which describes the service developments the STP/ICSs will make, and an activity/finance/workforce plan, which details how new and existing funding will be used.

3.2 East London Health & Care Partnership (North East London STP)

- 3.2.1 Newham, Tower Hamlets and Waltham Forest Clinical Commissioning Groups have formed a Joint “Waltham Forest and East London CCG Board”, with the Boards first meeting in July 2019. The joint Board has delegated responsibilities from each of the three CCG Boards and is supported by a now fully recruited joint management team. The Trust will work with the new Joint CCG Board and Management Team to plan for and deliver services and implement the NHS Long Term Plan.

3.3 Bedford, Luton and Milton Keynes STP (BLMK)

- 3.3.1 The Prime Minister has given the green light to twenty building and infrastructure projects in the NHS in England, including £99.5m investment into a new block to provide critical and intensive care as part of the proposed Luton & Dunstable and Bedford Hospital merger proposal.

4.0 Action being requested

- 4.1 The Board is asked to **RECEIVE** and **NOTE** the report.