



Title:	King's Fund and Nuffield Trust report on Sustainability and Transformation plans in London
Author: (name, organisation and job title)	Amanda Coyle, Assistant Director, Health, Education and Youth, Greater London Authority

Strategic Partnership Board

29 September 2017

1. Purpose

- 1.1. The King's Fund recently published a report on London's five Sustainability and Transformation Plans (<https://www.kingsfund.org.uk/publications/sustainability-and-transformation-plans-london>). This paper provides a summary of the report and recommendations, and sets out the Mayor's six assurances that need to be met before he offers his support to proposed NHS service changes arising from the Sustainability and Transformation Partnership (STP) process.

2. Action required by Board members

- 2.1. The Board is asked to **note** the content of the report and **comment** on how the report could support the Board's work to improve health and care for Londoners.

3. Partnership considerations

- 3.1. STPs are centred on the benefits of collaboration between NHS organisations, local authorities and other stakeholders.

4. Background

- 4.1. In February 2017, the Mayor of London asked The King's Fund to undertake an independent assessment of London's five Sustainability and Transformation Plans. The King's Fund worked with colleagues at the Nuffield Trust and published their report on 12 Sept.

5. Report content

- 5.1. The report stated that "STPs have the potential to improve health and care in London through collaboration between NHS organisations, local authorities and other stakeholders. In particular the report welcomes:

- The development of place-based planning for health and social care, and the fact that many of the approaches recommended in STPs rely on partnerships with local government, the voluntary sector and others
- STPs' ambition to give greater priority to prevention and early intervention, whilst strengthening services in primary and community care
- The social prescribing models, which feature in all five London STPs.

5.2. However, the King's Fund report raises some significant concerns about the plans which are echoed by other key stakeholders. These include:

- A potential gap of £4.1 billion in NHS finances by 2021
- Insufficient detail on how prevention of ill-health will be tackled and funded
- Over-ambitious plans to reduce hospital beds
- Modest proposals to transfer resources from acute to primary and community care
- Lack of clarity on how health inequalities will be addressed
- Insufficient engagement of clinical staff, patients and the wider public in drawing up plans to date.

6. Report recommendations

6.1. The report contains several recommendations for the Mayor as follows:

- **Providing leadership on the prevention of ill health and on tackling health inequalities**, building on the work of the London Health Commission and working through the London Health Board, with Public Health England and local authorities. Priorities include improving air quality, giving every child the best start in life, tackling obesity, improving air quality, and addressing the social determinants of health, through all the functions of the Mayor.
- **Supporting changes in the delivery of NHS services** to improve the use of resources and deliver better outcomes for Londoners, including supporting changes to the role of hospitals where the clinical case for change has been made
- **Making better use of the NHS estate** by working with the London Estates Board and using the flexibilities in the proposed London devolution deal to increase supply of affordable housing for key health workers. Priorities include realising value from underused and unused NHS land and buildings to fund new investments and to help meet London's severe housing need.
- **Working with the NHS to tackle workforce shortages and concerns about the impact of Brexit** on EU staff working in the NHS. Priorities include working with the London Workforce Board to co-ordinate action being taken by the NHS and other employers, making use of the

apprenticeship levy, linking with “skills for Londoners to attract and train key workers, and increasing the supply of affordable housing for key workers.

- **Developing London as a global leader in life sciences** by building on the recommendations of the London Health Commission. Priorities include working with universities, local authorities and the NHS, including the three academic health sciences centres, to realise the economic benefits of research and innovation for the capital.
- **Providing system leadership and oversight of the work being done by STPs** to improve health and care by working with partners in the NHS and local government. Priorities include ensuring London has its fair share of the NHS budget in relation to needs growth of the population.

7. Next steps

7.1. The Mayor will fully respond to these in due course. In the meantime he has set out a series of six assurances he needs to be met before he offers his support to proposed NHS service changes arising from the STP process. These are:

- **Patient and public engagement** – Proposals must show credible, widespread and ongoing patient and public engagement including with marginalised groups.
- **Clinical Support** – Proposals must demonstrate improved clinical outcomes, widespread clinical engagement and support, including from frontline staff.
- **Impact on health inequality** – The impact of any proposed changes to health services in London must not widen health inequalities. Plans must set out how they will narrow the gap in health equality across the capital.
- **Impact on social care** – Proposals must take into account the full financial impact any new models of healthcare, including social care, would have on local authority services, particularly in the broader context of the funding challenges councils are already facing.
- **Hospital capacity** – Given that the need for hospital beds is forecast to increase due to population growth and an ageing population, any proposals to reduce the number of hospital beds will need to be independently reviewed to ensure all factors have been taken into account. Any plans to close beds must be an absolute last resort, and must meet at least one of the NHS’ ‘common sense’ conditions¹.
- **Sufficient investment** – Proper funding must be identified and available to deliver all aspects of the STP plans.

7.2. Officers will meet with STP senior responsible officers and NHS provider CEOs in the autumn.

Amanda Coyle

Assistant Director, Health, Education and Youth, Greater London Authority

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