



Title:	Progression of the London Health and Care Strategic Partnership Board
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Strategic Partnership Board

22 March 2018

1. Purpose

1.1. This paper sets out proposals for managing the progression of the Strategic Partnership Board, such that it is effective in its function and able to add real value to health and care in London.

2. Action required by Board members

2.1. The Board is asked to:

2.1.1. **Agree** the Board's work programme for the coming year and how this is presented to the London Health Board.

2.1.2. **Agree** next steps on the progression of the Board, including whether to progress to the final, 'decision-making' phase of its function and how conflicts of interest are managed.

3. Partnership considerations

3.1. The Strategic Partnership Board is the key forum for partnership working across the health and care system in London, providing strategic and operational leadership and oversight for London-level activities.

4. Background

4.1. As set out in the devolution MoU, the development of the Board is subject to phased progression, with gateways to ensure that governance and accountability mechanisms are sufficiently robust to proceed to the next phase. At the last meeting in January, the Board moved from the 'strategic leadership' to the 'shadow decision-making' phase.

4.2. The Board also agreed its Operating Framework and approach to developing a work programme at the January meeting. The London Health Board has requested this Board's work programme is presented at their upcoming meeting on 19 April.

5. Work programme

5.1. Following the discussion at the January meeting and further engagement with all partners, further conversations are needed to explore how the collective will of the Board can be taken forward with the limited resources available. All partners are eager to seize the opportunities that the devolution MoU presents for London to tailor its approach and to deliver the greatest possible improvements to the health and wellbeing of Londoners. However, members of the Board agree that reform will only be successful if delivered through local action.

5.2. The Board and its sub-boards aim to deliver against all the commitments in the devolution MoU. However, the Board will want to focus its attention on the key opportunities to deliver tangible benefits for Londoners and where its cross-system strategic leadership can most add value. These opportunities, and their impacts, are considered as they relate to the themes in the devolution MoU, as follows:

Transformation funding

5.3. Administering transformation funding within London's delegation, enabling transparency, clarity as to spending and outcomes and investment in a way that best meets London's needs. This will lead to improvements to health and care happening at a faster pace than previously, and will enable London to get best value from the transformation funding pot during 2018/19 and in future years.

Integration

5.4. Providing strategic leadership of development of new payment models, including:

- Bringing forward options for new payment models and enabling support to local areas wishing to test and deliver reform;
- Supporting learning about new payment models, including those which may be tested in London and those emerging nationally.

5.5. Receiving reports on the potential changes to commissioning and delivery arrangements emerging within the London system and nationally and agreeing support to those areas in London wishing to introduce changes referenced in the MoU (primary care, specialised commissioning and immunisations and screening).

5.6. Developing a regional interpretation of national policy and supporting local and sub-regional areas to deliver integrated health and care within a London framework as set out in the MoU.

- 5.7. Agreeing an approach for regulation and oversight which better supports more ambitious integrated models. This will require agreement of a framework/approach, ratified by NHS England, NHS Improvement and CQC, which describes how these organisations will work together to align and streamline their processes, with systems to better support integrated working (including, for example, an explanation of where ‘light touch’ regulation can apply and details of piloting approaches).
- 5.8. Establish an aligned system-based approach to regulation and assurance which supports integrated care models, personalised care and enables shared leadership and accountability for care pathways and system challenges
- 5.9. Through this priority area, London will:
- Accelerate delivery of local health and care integration plans which will improve Londoners health and care experiences and outcomes.
 - Adopt integrated, person-centred care at scale and pace.
 - Support changes to commissioning/delivery arrangements which will:
 - Facilitate the development of new delivery arrangements, putting Londoners at the heart of care;
 - Facilitate the rapid integration of services and pathways of care; and
 - Enable commissioners to better respond to local needs and ensure Londoners receive the highest quality of care when and where needed.

Prevention

- 5.10. Agreeing and taking collective action to accelerate reductions in Childhood obesity in London.
- 5.11. Providing strategic leadership and unlocking barriers to improving population health in London, through use of the opportunities gained through the MoU and greater direct influence on prevention policy for London, including:
- Exploring the evidence base for initiatives, including action on illicit tobacco; gambling; impact of planning policy.
 - Establishing a borough-led, London-wide illegal tobacco and counterfeit alcohol enforcement team to reduce health harm and crime.
 - Exploring options to further restrict the advertising and marketing of unhealthy food and drink in specific locations based on health harm.
 - Transferring of Work & Health Programme funding to London to assist the long-term unemployed and those with health conditions and disabilities to (re-) enter work.

Estates

- 5.12. Developing a London estates strategy providing a clear strategic direction, covering the context, principles, strategy for success, outcomes and KPIs. This strategy will set out how London will deliver:

- Greater facilitation of modern fit for purpose NHS facilities that are appropriately sized and utilised to their full capacity.
- More control over the estate, so that health, care and wider public-sector opportunities are realised including the delivery of housing.
- Greater economic and wider social value to Londoners, the health and care system and central government.
- The support and care that Londoners need in environments that meet the standards they deserve.
- Exploration of opportunities to share the buildings with other public services, not just to save money but to make things more convenient for Londoners.

5.13. Through this priority area, London will produce a capital plan to unlock barriers and galvanise efforts to deliver estates transformation and enable wider public sector benefits, including fit-for-purpose primary and community care infrastructure, through redeveloping existing health, care and wider public land and building.

Workforce

- 5.14. Providing strategic leadership and developing a London-wide view of the key issues and opportunities for the health and social care workforce in London.
- 5.15. Maximising opportunities for health and care through the apprenticeship levy.
- 5.16. Mitigating the potential impact of Brexit on the health and social care workforce in London.

Digital

- 5.17. Developing a digital strategy that aligns London partners, reduces duplication and streamlines funding by November 2018.
- 5.18. Implementing the Health and Social Care Network, providing a reliable, efficient and flexible way for health and care organisations to access and exchange electronic information (contract to be awarded by June 2018).

Wider areas

- 5.19. There are some wider opportunities that the Board may wish to consider or may be directed to consider by the London Health Board. For example, a full review of progress against the Better Health for London aspirations to galvanise the system.
- 5.20. Annex A sets out further detail and the milestones associated with these opportunities and forms the basis of the Board's work programme for the coming

year. The secretariat will continue to work closely with partners and the sub-boards to manage this and ensure timely and meaningful discussions at the Board.

5.21. **Does the Board recognise this as a realistic and achievable work programme for 18/19 that it can take ownership of? Are there any areas the Board wishes to focus on in particular or any gaps?**

5.22. **How does the Board wish to present its work programme to the London Health Board on 19 April?**

6. Decision-making

6.1. At the January meeting, the Board agreed to continue to seek to achieve consensus so far as is possible, while respecting the views and statutory accountabilities of constituent organisations. The Board also agreed to progress to the final, ‘decision-making’ phase once it is able to satisfy the following criteria:

Criteria	Status
Confirmation from national partners as to the scope of delegations and associated details. For funding decisions, this will be confirmation of funding allocations, including details of any associated conditions	Ongoing
Finalised and agreed Investment Framework (or similar).	Ongoing. To be signed off at SPB.
Delegation and/or devolution arrangements in place to allow for formal movement of functions. Internal governance arrangements for partner organisations amended as necessary.	Ongoing
Representatives with delegated decision-making abilities are members of the Board and membership more broadly reviewed.	Representatives in place. Delegations not yet made.
Board decision-making processes agreed (including dispute resolution procedures and agreement as to how each STP will input).	To be agreed in Investment Framework
Agreement as to arrangements for delivery support (to enable the Board to make decisions) and assurance (where necessary).	To be agreed in Investment Framework

6.2. **Does the Board wish to progress to the ‘decision-making’ phase?**

7. Conflicts of interest

7.1. Management of conflicts of interest will become particularly pertinent as the Board moves into the ‘decision-making’ phase. It is most important that the Board takes a transparent approach to declaring and managing outside interests and ensures that

any potential or actual conflicts do not prejudice the decision-making process. Members are likely to have some degree of organisational interest in the decisions made at the Board, and many members will have experience of managing their organisational interests (e.g. through involvement in STPs).

7.2. The transformation fund could conceivably be used to fund programmes at the local, sub-regional or pan-London level and therefore many members will work for organisations who could be potential recipients of fund monies. Members are asked to consider interests on a case by case basis and, in particular, consider the potential for a conflict:

- If their organisation/partnership has bid for the money in question; and/or
- If their organisation/partnership stands to gain / lose from the decision.

7.3. The secretariat will contact members to ask for declarations of interests and will maintain a central log. Actual and potential conflicts must be declared. The chair will also ask members to declare any interest at the start of each meeting.

7.4. The Chairs will take the final decisions on how interests are managed¹. The default response should not always be to exclude members with interests, as this may have a detrimental effect on the quality of the decision being made. Good judgement is required to ensure proportionate management of risk.

7.5. **Does the Board agree with this approach to managing conflicts of interest?**

8. Conclusion

8.1. The Board is asked to:

8.1.1. **Agree** the Board's work programme for the coming year and how it is presented to the London Health Board in April.

8.1.2. **Agree** next steps on the progression of the Board, including whether to progress to the final, 'decision-making' phase of its function and how conflicts of interest are managed.

¹ Assuming the conflict is not a conflict of the Chair(s)

Annex A – Strategic Partnership Board work programme

Area	Mar	May	July	Sept	Nov
Integration	<ul style="list-style-type: none"> London strategy for delivery of the MoU commitments through a bottom-up approach London-wide framework for integration 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none">
Prevention	<ul style="list-style-type: none"> Collective agreement of how to tackle childhood obesity 	<ul style="list-style-type: none"> Detailed proposal of approach to tackling childhood obesity, including resource implications and links with the Child Obesity Taskforce 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> Update on tackling childhood obesity and report from the Child Obesity Taskforce Review of progress against workplan 	<ul style="list-style-type: none">
Estates	<ul style="list-style-type: none"> Draft London Estates Strategy 	<ul style="list-style-type: none"> Report from the London Estates Board (LEB) covering the London estates strategy and capital plan, and progress against the LEB's workplan 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> LEB progression to shadow decision-making phase 	<ul style="list-style-type: none">
Workforce	<ul style="list-style-type: none"> Response to national HEE Workforce Strategy consultation 	<ul style="list-style-type: none"> Report on impact and opportunities arising from the apprenticeship levy 	<ul style="list-style-type: none"> Review of progress against workplan 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none">
Digital	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> Report on Digital Board priorities Health and Social Care Network contract awarded 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> London Digital Strategy developed Review of progress against Digital Board's workplan
Wider areas	<ul style="list-style-type: none"> Investment Framework agreed Transformation funding delegation arrangements in place SPB progression to decision-making phase 	<ul style="list-style-type: none"> SPB communication and engagement plan Housing for health and care workers 	<ul style="list-style-type: none"> Report on progress against BHfL aspirations 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none">