

	<u>Agenda Item: 11</u>
Report to:	Birmingham Health & Wellbeing Board
Date:	21 January 2020
TITLE:	BIRMINGHAM AND SOLIHULL NHS LONG TERM PLAN
Organisation	Birmingham and Solihull STP
Presenting Officer	Harvir Lawrence, Director of Planning & Delivery, Birmingham and Solihull CCG
Report Type:	Approval

1. Purpose:

The purpose of the report is to ask the Birmingham Health and Wellbeing Board to support the direction of the Long Term Plan, noting its alignment to addressing the priorities for the local population. This is to support the approval of the plan by Councillor Paulette Hamilton, Cabinet Member for Health and Social Care, Dr Justin Varney, Director of Public Health, and Dr Graeme Betts, Director of Adult Social Care as representatives of Birmingham City Council at the STP Board. The development of the Plan has been done in partnership and with full involvement with Birmingham City Council.

2. Implications:

BHWB Strategy Priorities	Childhood Obesity	Y
	Health Inequalities	Y
Joint Strategic Needs Assessment		Y
Creating a Healthy Food City		Y
Creating a Mentally Healthy City		Y
Creating an Active City		Y
Creating a City without Inequality		Y
Health Protection		Y

3. Recommendation

- 3.1 The Board is asked to support the direction of the Long Term Plan to enable the respective councillor members (Councillor Hamilton) and officers (Dr Justin Varney and Graham Betts) to approve the Plan at the STP board.

4. Report Body

4.1 Context

4.1.1 The NHS Long Term Plan (LTP) was published in January 2019, which covers the direction of travel for healthcare over the next ten years. This is with the objective of enabling the NHS to be fit for the future so that it delivers an enhanced focus on prevention, re-designs patient care to future proof the NHS for the decade ahead and delivers better outcomes to support people to live well.

4.1.2 It is recognised by the BSol STP that many of the priorities with the LTP align to the BSol STP plan. Furthermore, the STP promotes the vital role that local government and public health lead in many areas of these priorities. The STP therefore see this as unified delivery across the partnership and therefore a health and wellbeing LTP delivery plan submission. As a result, a distributive leadership approach was adopted to develop the Plan and Dr Justin Varney, with other colleagues in the local authority have led and contributed to the development of the Plan alongside other senior lead officers from STP organisations. This approach was adopted to reflect the spirit of the STP design principles and also support the system's collective ownership and responsibility for the delivery requirements of the plan itself. This will ensure this meets the local population's needs as well as the LTP requirements.

4.1.3 Local STPs are required to submit:

- **A strategic delivery plan:** This is a narrative document that sets out what the system plans to deliver over the next five years (Appendix A).
- **Financial Plan:** A system financial plan that demonstrates how baseline and additional funding will be allocated across the system over the five-year period (2019-2024), the productivity and efficiency savings, growth levels and how the system will deliver the BSol financial trajectories.
- **Supporting technical material:** This includes metrics and trajectories aligned to the delivery plans as well as realistic plans for workforce, within the financial allocation.
- **Equality Impact Assessment:** This is of the plan as a whole, and indicates an overall positive impact of the proposed changes.

4.2 Current Circumstance

4.2.1 The Plan has been widely shared and commented on by partners, including the Local Authority. Delegated authority has also been given by all other STP Board organisations to approve the Plan on 20 January 2020.

4.2.2. At the time of writing this report, discussions are still ongoing with NHS England and Improvement regarding financial trajectories, which will be concluded in early January. All metrics have been agreed, including those where there is an agreement to vary the target.

- 4.2.3 The BSol LTP will not be committing the Locally Authority to any item that requires Cabinet sign off. It is therefore requested this paper is supported through the Health and Wellbeing Board and that regular updates are brought back to this meeting, in line with system wide reporting of the plan.
- 4.2.4 To meet the requirements set out in the NHS Long Term Plan and the requirements of our regulators, the combined Plan is very detailed and long and in a number of areas it is also very technical. As a result, a summary delivery plan has been produced for the public and our staff focusing on the critical priorities and direction of travel in the Plan. The draft document (Appendix B) focuses on the key strategic priorities and enablers, with a strong focus on health promotion and prevention as well as the life courses taken from the STP Strategy. It sets out the context for the Plan in terms of challenges and specific priorities for BSol. This Plan has been shared across partner organisations for comment and is being finalised ready for the formal launch of the Plan.
- 4.2.5. To ensure alignment between the STP priorities and the views of local people in Birmingham and Solihull an in-depth analysis of public views was undertaken by Healthwatch Birmingham on behalf of Birmingham and Solihull. The findings of the analysis have been included in the BSol LTP. These align with the overall direction of travel in relation to prevention, self-care, digitally enabled tools and care closer to home.
- 4.2.6 A range of communication materials are being produced, such as ‘talking heads’ videos and an animation to ensure the Plan is available to as many local people as possible. The ‘talking heads’ videos are a series of short and engaging interviews with clinicians and other health and care professionals, that describe the changes and benefits people can expect to see over the next few years. The 2-3 minute animation is based on the headlines of the Plan and will be used across communications channels to engage with a wider audience, in an accessible way.
- 4.2.7 A longer term communications and engagement plan is also in development, which will be delivered by the wider STP communications and engagement group, of which the Local Authority is a member. This will identify the key areas of the Plan over the next five years that will require communications and engagement activity to support behavioural change, co-design of plans alongside areas which will require engagement and formal consultation.

4.3 Next Steps / Delivery

- 4.3.1 The Plan will be formally launched in BSol, in dialogue with NHS England and Improvement, likely in late January/February 2020.
- 4.3.2 The STP will continue to engage with the Joint Commissioning Committee for West Birmingham to discuss the ongoing delivery of health care services for West Birmingham, ensuring collaborative working between the two STPs covering West Birmingham STP, namely BSol STP and Black Country and West Birmingham STP.

5. Compliance Issues	
5.1 HWBB Forum Responsibility and Board Update	
5.1.1	A LTP Development and Delivery Group was established with representatives from across the system chaired by the Assistant Chief Executive of the STP. This was in addition to the current STP Chief Executive and Finance Director meetings. Regular updates have been provided to the STP Board, STP Chief Executives meeting, STP Finance Directors meetings and Health and Wellbeing Boards for BSol as the Plan has developed.
5.1.2	There is a dedicated chapter in the BSol LTP, which is focused on more action on prevention and specifically greater action the NHS should take. This was led by the BSol Directors of Public Health and was developed collaboratively via the BSol Public Health Prevention Board. The focus of the chapter is smoking, obesity, alcohol, air pollution and antimicrobial resistance, with smoking as the core priority for BSol prevention.
5.2 Management Responsibility	
5.2.1	<p>Harvir Lawrence, Director of Planning and Delivery at NHS Birmingham and Solihull CCG and Lesa Kingham, Head of Planning and PMO, has led the development of the Plan on behalf of the system. As referenced earlier, this has involved close and collaborative working with STP and partner colleagues.</p> <p>Critical Review Meetings have taken place involving Public Health England, NHS England and Improvement, the Chairs of STP organisations, the Midlands and Lancashire NHS Commissioning Support Strategy Unit to provide further independence. This approach has been upheld by NHS England and Improvement as a regional exemplar.</p>

6. Risk Analysis			
Identified Risk	Likelihood	Impact	Actions to Manage Risk
Affordability: Risk to achieving financial balance over the next five years.	Medium	Medium	A financial analysis has been carried out and plans have been triangulated across workforce, finance and digital assumptions. However, these are finance assumptions and costs may change upon implementation.
Workforce: Risk to attracting and	Medium	High	All plans have been reviewed to identify robust

retaining the workforce needed to support planned transformations.			workforce assumptions and a number of shortages have been identified. Plans are in place to recruit, retain, train and develop the workforce but there remain some shortages of staff, which could affect implementation.
Digital transformation: Risk to delivery and implementation of new ways of working.	Medium	High	Digital interventions to be co-designed with patients, citizens and professionals so they are based on experiential feedback. Support digital interventions with associated communications to support staff and patients with the new ways of interacting with services.
Estate infrastructure: Risk to delivering transformation based on the condition of our current estate	Medium	High	All infrastructure will be reviewed to ensure best use. Capital developments will be prioritised and reviewed on an ongoing basis subject to funding. Funding will be applied for to secure the future estates, as these funds become available.
Engagement and communications: Risk of not engaging with the public to support key transformation	Low	Medium	Plans are being developed across the STP to identify priority areas over the next five years in terms of behavioural change, co-design and consultation. Quality and equality impact assessments will be carried out on all developments to ensure impacts are positive on communities, particularly seldom-heard groups. There will be continued and ongoing dialogue between the BSol STP and Black Country and West Birmingham STP to strengthen communications across the two areas.

Appendices
Appendix 1: Long Term Plan (narrative document)
Appendix 2: Long Term Plan – Summary Delivery Plan
Appendix 3: Presentation on the Long Term Plan

The following people have been involved in the preparation of this board paper:

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