



## **HEALTH AND WELLBEING BOARD: 16 SEPTEMBER 2014**

### **REPORT OF LEICESTER, LEICESTERSHIRE AND RUTLAND BETTER CARE TOGETHER PROGRAMME**

#### **PROGRAMME UPDATE –SEPTEMBER 2014**

##### **Purpose of report**

- 1 The purpose of this report is to update the Health and Wellbeing Board on progress since it received the draft Better Care Together 5 Year Strategic Plan.

##### **Policy Framework and Previous Decisions**

- 2 The Health and Wellbeing Board received the Leicester, Leicestershire and Rutland draft Better Care Together 5 Year Strategic Plan in July 2014 and has provided written feedback for inclusion in the final document for approval at the 2 October 2014 Better Care Together Programme Board.

##### **Background**

- 3 The Better Care Together (BCT) Programme Board is responsible for the production of the 5 year strategic plan for the Leicester, Leicestershire and Rutland (LLR) health and social care system. The Programme Board includes local social care, health commissioners and providers, public and patient representatives. It is supported by a structure of clinical, patient, public, and political reference groups, and by enabling groups eg Estates, Workforce, Information Technology.
- 4 The BCT Programme is taking a phased approach to the production of the 5 year strategic plan: development (to June 2014); discussion and review (June to September 2014); and implementation and formal consultation where required (October onwards).
- 5 A first draft of a 5 year strategic plan was submitted on behalf of the LLR unit of health and social care planning to NHS England (NHSE) on 4 April 2014. NHSE required LLR, as a 'unit of planning' to submit a further update of the 5 year strategic plan to NHS England on 20 June 2014, that triangulates with local CCG (Clinical Commissioning Group), provider, Health and Wellbeing Board, Local Authority and NHS England Area Team plans. The BCT Board met this requirement and submitted a draft strategic plan on 20 June 2014.
- 6 During July–August 2014, the BCT Programme has been focused on:
  - LLR Draft 5 Year Strategic Plan - 'Discussion and Review' Phase;
  - Leadership and Governance of the BCT Programme;
  - Developing, Resourcing and Commencing Service Reconfiguration

- 7 Considerable progress has been made during the past eight weeks resulting in the programme being on schedule despite the challenging timescales it has set itself.
- 8 The purpose of the paper is to provide a high level update on progress since July 2014 to highlight for the Board the key programme priorities for the next three months.

### **Proposals/Options**

#### **LLR Draft 5 Year Plan- 'Discussion and Review ' Phase: July-September 2014**

- 9 The draft plan was publicly launched across LLR through a number of media events on 26 June 2014. Following the successful launch it has been circulated to Partner Boards, Cabinet/Executives, key stakeholder and public groups for comment as well as being made available on the Better Care Together web site:

[www.bettercareleicester.nhs.uk/information-library/better-care-together-plan-2014](http://www.bettercareleicester.nhs.uk/information-library/better-care-together-plan-2014).

- 10 Meetings have included:

- a) Public, Patient, Voluntary and Community sector events - Public and patient events have been held by LLR Healthwatch committees and a summary of recommendations is being provided for inclusion in the refreshed draft 5 Year strategic plan being submitted to the BCT Partnership Board in October.

Voluntary Action Leicester (VAL) have organised and supported a number of engagement events as part of an agreed ongoing engagement process at which the plan has been reviewed.

- b) Partner Organisation - NHS - Leicester City, West Leicestershire and East Leicestershire and Rutland CCGs have formally reviewed the draft plan.

Clinical review of the draft 5 Year Plan has been undertaken by the joint BCT Health and Social Care Clinical Reference Group and externally by the East Midlands Clinical Senate.

- c) Partner Organisations - Local Authority - The Leicester, Leicestershire and Rutland Health and Wellbeing Boards and Local Authority Cabinets and Executive Team have reviewed the plan. Health Overview and Scrutiny Committees have noted the plan.

- d) National Bodies - NHS - The plan has been reviewed by NHS England, Trust Development Authority and the NHS Local Area Team.

### **Key next steps**

- 11 The feedback to date has been positive, constructive and supportive of the approach outlined within the plan. This feedback is being incorporated in a refreshed LLR 5 Year Strategic Plan that is going to the Better Care Together Programme Board on the 2 October 2014 for approval.

- 12 In addition to the 5 Year Plan, the BCT Programme Board, as recognised within Office of Government Commerce (OGC) best practice, is developing two supporting key documents:
- A Programme Initiation Document (PID). This document defines the BCT programme and sets out the basis on which it is to be initiated, governed and delivered - September completion.
  - The Strategic Outline Case (SOC) provides the LLR system 'wrapper' for the individual LLR organisations business cases to ensure that the proposed preferred way forward represents value for money - October completion.
- 13 Primary Care and Adult Social Care strategic reviews have commenced led by partnership organisations to respond to the proposals within the 5 Year strategic plan. The outline proposals will be incorporated within the 5 Year strategic plan refresh, PID and SOC.
- 14 Following this the key strategic documents will be circulated to partner organisations Boards, Health and Wellbeing Boards and Healthwatch Committees for formal approval - November 2014.
- 15 These proposals will be incorporated into the partner organisations operating plans for 2015/16.

#### **Leadership and Governance of the BCG Programme: July- September 2014**

- 16 The BCT Partnership Board carried out a review, which was supported by external consultants Ernst and Young, to establish the appropriate leadership and governance of the BCT programme. The key revisions to the existing structure agreed by the BCT Programme Board were as follows:
- a) Better Care Together Programme Board
    - The recruitment of a permanent independent Chair. Appointee commences October 2014.
    - The appointment of Senior Responsible Officers to lead the programme - John Adler, Chief Officer (UHL) and Toby Sanders, Managing Director (West Leicestershire CCG) appointed from August 2014.
    - Streamlining and refocus of the Partnership Board – Membership reduced by 20%, Non-Executive/Lay membership added and agreement to hold public meetings bi monthly from January 2015 - approved July 2014.
    - Establishment of a cross partnership BCT delivery group –established August 2014
  - b) External assurance - The benefits of embedding an ongoing external assurance process has been adopted by the LLR BCT Programme Board to ensure we recognise good practice and are able to demonstrate good governance.

Clinical assurance has been through the two reviews completed by the East Midlands Clinical Senate of the draft 5 Year Strategic Plan. A further review of the detailed clinical work stream proposals has been scheduled for February 2015.

National assurance has been through the NHS England “Planning and Delivering service changes for patients good practice guide” December 2013. The initial ‘strategic sense check’ of the 5 year plan and programme was completed in August 2014 and a letter of approval with recommendations has been received.

### **Key next steps**

- 17 An independent OGC external gateway best practice review is being undertaken to assess the BCT programme governance during November 2014.
- 18 A further NHS England review will be carried out with a particular focus on approving the formal readiness and process for any areas requiring formal consultation post May 2015 during Spring 2015.
- 19 The establishment of a small permanent BCT cross partnership programme management office to develop and support across the LLR partner organisations an integrated implementation and governance process and report system performance will take place during January 2015.

### **Developing, Resourcing and Commencing Service Reconfiguration: August 2014 onwards**

- 20 The eight priority clinical work streams (Frail Older People, Long term Conditions, Mental Health, Urgent Care, Planned Care, Learning Disabilities, Maternity and Neonates and Children’s Services) and supporting enabling programmes (Workforce, Information Management and Technology, Estates and Facilities, Communication and Engagement) identified within the 5 year draft strategic plan implementation plans have commenced development and implementation plans through a Workbook process. To support this work:
  - A core team consisting of a Senior Reporting Officer, Workbook lead, Clinical lead (Primary and Acute) and Finance lead has been established from across the partnership organisations for each of the clinical work streams and enabling programmes.
  - These are being supported by nominated leads from Public and Patient Groups, Communication and Public Health representatives.
  - The Better Care Fund programmes are being aligned within the appropriate BCT work streams.
- 21 A Communication and Engagement framework that recognises the need to tailor and differentiate our approach for key audiences and stakeholders, ie Public and Patient engagement, staff engagement and partner assurance through an ongoing engagement process is being developed jointly by the partner organisations Communication leads and the BCT Public and Patient Reference Group.
- 22 As part of this framework the Equality and Diversity leads have held a workshop to develop a shared approach to Equality, Diversity and Human Rights.
- 23 This framework will build further on the ongoing need to ensure we continue to demonstrate assurance required against the four key tests for any major service

change (ie strong public and patient support, patient choice, clinical evidence base and clinical commissioner support).

### **Key next steps**

- 24 The review and approval of the clinical and enabling Workbooks through the Clinical Reference Group and Better Care Together Partnership Board during October 2014.
- 25 The resourcing and establishment of the approved implementation programmes during November 2014.
- 26 The approval of the Communication and Engagement strategy framework to support the implementation and development of the formal engagement plan during October 2014.
- 27 Following approval of the 5 Year Strategic Plan the process, programme and timescales to identify areas requiring formal consultation will be developed for approval and before any commencement planned for post May 2015.

### **Conclusions/recommendations**

- 28 The Health and Well Being Board are asked to note the progress made over the past 12 weeks and the key next steps outlined

### **Officer to Contact**

Name and Job Title	Mick Connell, Director of Adults and Communities, Leicestershire County Council
Telephone:	0116 305 7454
Email:	mick.connell@leics.gov.uk

### **Relevant Impact Assessments**

#### Equality and Human Rights Implications

- 29 See paragraph 22 above.

#### Partnership Working and associated issues

- 30 BCT is the major health and social care partnership in LLR.

This page is intentionally left blank