

Board Meetings held in Common

Date: 27 June 2019

Agenda item: 5

Paper Title: Long Term Plan Implementation Framework

Report by: Matt Tagney, Programme Director for the Long Term Plan

Decision Making Responsibility:

NHS England	<input type="checkbox"/>
NHS Improvement	<input type="checkbox"/>
NHS England and NHS Improvement	<input checked="" type="checkbox"/>
N/A - joint discussion	<input type="checkbox"/>

Introduction

1. The Long Term Plan (LTP/the plan), published in January 2019, set out a 10 year practical programme of phased improvements to NHS services and outcomes, including a number of specific commitments to invest the agreed NHS five-year revenue settlement. The plan committed us to publishing an Implementation Framework which would support sustainability and transformation partnerships (STPs) / integrated care systems (ICSs) to undertake strategic planning over the summer. These strategic plans would be brought together and a full national implementation plan published by the end of the year, or within 2 months of the Government completing the Spending Review (SR). This will allow us to take full account of both the SR settlement for public health, adult social care, capital and workforce education and training budgets, as well as alignment with the full NHS People Plan.
2. Our Boards have previously discussed the approach we should be taking. The attached Implementation Framework is also a result of extensive wider engagement, including discussions with every STP and ICS in England, national and regional teams from NHS England and Improvement, national stakeholders including the Local Government Association, British Medical Association, Royal Colleges and arm's length bodies partners, voluntary organisations, NHS senior leaders, NHS staff and service user groups and the NHS Assembly.
3. This paper seeks the Boards' approval to publish the Implementation Framework.



Implementation Framework Content

4. The Implementation Framework sets out our expectations for the strategic plans and planning process systems are being asked to carry out. It also sets out the support available to systems from national and regional teams and to put into practice the new operating model for NHS England and Improvement. National teams will work closely with our seven regions to assist systems to deliver the LTP. It does not seek to duplicate LTP text or alter the commitments made in the LTP.
5. The strategic plan that each system produces should explicitly set out how the additional funding being invested will deliver real improvements for their populations. They should build on the extensive engagement which is already underway in systems and should involve staff, service users and local partners including Local Authorities and VCSE groups. Specifically, systems are asked to ensure that plans are:
 - Clinically-led
 - Locally owned
 - Based on realistic workforce planning
 - Financially balanced and delivering financial recovery
 - Delivering all the commitments within the Long Term plan
 - Phased over the full five years reflecting local priorities and different starting points
 - Reducing local health inequalities and unwarranted variation.
6. For the majority of LTP commitments we are asking systems to ensure delivery by the end-point identified in the LTP, generally 2023/24. This allows systems to phase and prioritise activity over the full five years and build on existing local strategies and partnerships. However, the Implementation Framework also identifies a number of 'foundational' areas where early progress is required to create the capacity or infrastructure to drive transformation or to maintain the confidence of the public or government that the LTP will deliver real improvements for service users and the public.
7. All plans will be agreed by system leaders (who will also be responsible for securing broad support across their system) and regions. Regions will ensure that plans are achievable but ambitious and collectively deliver both the specific commitments and the broader vision of the LTP.
8. Finally, the framework also includes the agreed set of metrics that reflect the fundamentals underpinning the plan which will be used to monitor progress against intended outcomes on a regular basis.

Investment to Support Transformation

9. The Long Term Plan sets out an unprecedented level of financial certainty for systems to plan within. In addition to the five-year clinical commissioning group allocations, which were published in January, the Implementation Framework sets out further resources that will be made available to systems over the next 5 years.

10. In response to feedback from systems the majority of this funding will be conditional on the agreement of five year strategic plans rather than individual bidding rounds run by different national teams. Where additional processes are required, generally because improvements need to be targeted at a smaller number of areas rather than funding improvements across the whole country, the framework seeks to give additional detail on when and how those processes will be run.

A Shared, Ongoing Commitment to Implementation

11. The Long Term Plan was built on an open and transparent process that engaged staff and service users. Implementation of the LTP will be built on the same principles. Over the summer regional teams will work closely with systems as they develop their plans. National teams will provide support and further information to assist in planning or respond to questions from systems.

12. The framework also sets out a number of areas where additional work is required to finalise our approach to implementation. In these areas we are committed to working with clinicians, service users and senior leaders to ensure the NHS has the clarity and support required. These areas include:

- Outpatient reform
- Diagnostics
- The NHS Financial Framework
- The NHS Capital Regime
- Ways of working across NHS Improvement and NHS England including with regions.
- The NHS Improvement and NHS England shared improvement offer
- Workforce development
- Primary Care Network and Community Services expansion and development
- Digitising the NHS.

Next Steps

13. The Boards are asked to approve the publication of the NHS LTP Implementation Framework.

14. Subject to approval by the Board, NHS England and Improvement will implement a comprehensive programme to support systems as they develop their strategic plans. Draft plans will be shared with regions in mid-September with final plans agreed with system leads and regionals team by the end of October. NHS England and Improvement will publish a national implementation plan in December. Operational Planning for 20/21, based on the agreed strategic plans will take in the Spring of 2020.