

**REPORT FROM:** STRATEGIC DIRECTOR  
**TO:** HEALTH AND SOCIAL CARE SCRUTINY PANEL  
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**LANCASHIRE AND SOUTH CUMBRIA  
SUSTAINABILITY & TRANSFORMATION PLAN UPDATE**

**PURPOSE OF REPORT**

To provide an update on the Lancashire and South Cumbria Sustainability & Transformation Plan (STP) and the corresponding Pennine Lancashire Local Delivery Plan (LDP).

To consider the role of Pendle council in the emerging health and care economy.

**RECOMMENDATION**

That the Panel note the Lancashire and South Cumbria STP (Appendix 1) and Pennine Lancashire LDP (Appendix 2) progress to date.

**REASON FOR RECOMMENDATION**

To recognise the fundamental shift that is occurring in the local health and care system and the potential implications and opportunities this may present for Pendle.

**Background**

1. The NHS Planning Guidance (Dec 2015) launched a new approach to deliver a sustainable, efficient health and care system. To develop this, 44 Sustainability and Transformation (STP) areas were identified throughout England, each tasked with developing their own five year strategic plan for health and care, built around the needs of their local population and sustainable within their financial envelopes. Lancashire and South Cumbria was identified as one of the 44 STP footprint areas.
2. The case for change is based on the premise that the current health and social care system is not sustainable. While the NHS is expected to get an increase of funding over the next five years, demand is still set to outstrip this and, when coupled with the impact of Local Authority cuts, there is a need to avoid growth in more expensive acute care and use our collective resources more effectively. For example, if we do not change how we plan and deliver health and social care, it's predicted that the financial gap for Lancashire and South Cumbria will grow to £572m by 2020/21. Hence, the Lancashire & South Cumbria (LSC) STP sets out ambitious

plans to develop sustainable, local accountable care systems and place-based new models of care across the footprint, aimed at preventing ill health and reducing the reliance on services provided within acute hospitals.

### ***Lancashire & South Cumbria Sustainable & Transformation Plan (STP)***

3. The LSC STP is being driven through the Lancashire and South Cumbria Change Programme, previously known as Healthier Lancashire.
4. The LSC STP is guided by some key objectives established by partners in the Programme, these being:
  - To set out a clear direction of travel for the unified health and care system in Lancashire and South Cumbria as the Five Year Forward View has across England
  - To achieve fundamental and measurable improvements in health outcomes
  - To reduce health inequalities across Lancashire and South Cumbria
  - To achieve parity of esteem for mental health and physical health across Lancashire and South Cumbria
  - To ensure greater focus on ill-health prevention, early intervention and self-care where this improves outcomes
  - To ensure change is supported by a clear evidence base or an evaluation structure where evidence is not available
  - To remove organisational or professional boundaries that get in the way of progress
  - To make maximum use of new technology when this will improve the quality of care
5. The STP articulates the need for realigning resources to develop robust, integrated care services across Lancashire that are based in local communities and support prevention and early help measures to deliver community resilience and mobilisation. In the next year, it plans to deliver robust district general hospital services within each local health economy and invest in prevention interventions and primary care. It will then configure and deliver some of the acute and specialist services differently.
6. LSC STP is underpinned by five Local Health and Care Economies (LHCE) of which Pennine Lancashire is one. Each of the five LHCE will develop a place-based transformation plan, known as the Local Delivery Plan (LDP), with a particular focus on integration and new models of care. The Pennine Lancashire Transformation Programme is driving this for the Pennine Lancashire LHCE.
7. The LSC STP, along with the five LDPs, have now been submitted to NHS England.

### ***Pennine Lancashire Transformation Programme***

8. The Pennine Lancashire Transformation Programme (hosted by Blackburn with Darwen Council) and known publicly as '[Together a Healthier Future](#)', has held a series of workshops, events and engagement activities to engage partners, key stakeholders and the public in the development of the Pennine Lancashire LDP. Through this process, the following LDP priorities for Pennine Lancashire have emerged:
  - Create an effective, integrated, person and family centred Locality Services Model
  - Transform urgent care and emergency care to ensure the people of Pennine Lancashire with urgent care needs receives a highly responsive service that delivers care as close to home as possible
  - Improve on all key 'Variations of Care' through standardised pathways and best practice interventions and improve the health and wellbeing outcomes of the population overall

- Develop a comprehensive health promotion and wellbeing programme focusing on community resilience, citizen empowerment and the development of volunteering, through a single public sector approach working with the Community, Voluntary & Faith sectors.
  - Take forward the health Improvement Priorities (Respiratory, Cardiovascular, Frailty, Mental Health and Children and Young people)
9. To date, there has been agreement to design new models of care and for a pathway approach to design an Accountable Care System for Pennine Lancashire.
10. We are now in the solution design phase where the various workstreams and health improvement programmes are identifying their solutions and plans to inform the pre-consultation business case. The business case will include detailed plans, costs, benefits, outcomes and returns on investment and will be submitted to Lancashire and South Cumbria STP for review and agreement.

### ***Considerations for Pendle Council***

11. As a district council, we are well positioned to influence many of the wider determinants of health through our key functions and in our enabling role, supporting communities and influencing other bodies.
12. The Leader and Strategic Director are engaged in the Pennine Lancashire process, recognising our contribution to the prevention and early help agenda and the longer term savings our services can potentially release to the public purse, particularly in the NHS. They represent the East Lancashire districts on the Pennine Lancashire System Leaders' Forum, advocating the role of districts and their contribution to prevention and well-being. Similarly, we are one of the two district representatives on the Pennine Lancashire Prevention Steering Group.
13. Local Authority budget cuts could potentially jeopardise the health of residents, which in Pendle is already very poor, as outlined in the recent Pendle Health Profile 2016. For example, the impact on population health and the health service will be significant should leisure and greenspace provision decrease, housing conditions deteriorate or residential environmental hazards increase. We must now seek new, pioneering ways of delivery to achieve more and produce better health outcomes with fewer resources. Influencing health commissioners and demonstrating return on investment for the NHS is key to this process and complements the STP model of realigning resources to reflect greater emphasis on prevention.
14. The District Health Offer (Appendix 3), as approved by the Executive in Aug 2016, clearly outlines our commitment to delivering public health outcomes and paves the way for innovative service delivery and effective use of collective resources. Discussions are now underway to consider the roll out of this district offer across both the Pennine Lancashire and Lancashire footprint.
15. It should be noted that at this stage, there are no pre-determined solutions or options outlined in the Pennine Lancashire LDP so it is not yet clear what the specific service implications will be for existing health and care provision in Pendle, Pennine Lancashire or Lancashire.
16. We understand that there will be wider public consultation on the emerging business case from Jan until Mar 2017.

## **IMPLICATIONS**

**Policy:** The STP could have significant implications for the health and wellbeing of Pendle residents both in terms of public health and the future infrastructure of local health services.

**Financial:** None arising directly from this report.

**Legal:** None arising directly from this report.

**Risk Management:** None arising directly from this report.

**Health and Safety:** None arising directly from this report.

**Sustainability:** Investment in preventative interventions will help deliver healthy, safe, economically sustainable communities in Pendle

**Community Safety:** None arising directly from this report.

**Equality and Diversity:** Any LDP emerging plans for local health provision should undergo an Equalities Impact Assessment.

## **APPENDICES**

[Appendix 1](#): Lancashire and South Cumbria Sustainability & Transformation Plan  
Appendix 2: Annexes to Lancashire & South Cumbria Sustainability & Transformation Plan (includes the Pennine Lancashire LDP)  
Appendix 3: East Lancashire District Health Offer

## **BACKGROUND PAPERS**

Executive Thematic Update report, Aug 2016