



Skipton House  
80 London Road  
London  
SE1 6LH  
Email: [jenny.butler6@nhs.net](mailto:jenny.butler6@nhs.net)

To:  
Clinical Commissioning Group Accountable Officers  
Local Authority Directors of Adult Social Services  
NHS England: Regional Directors, Transformation  
Leads, Directors of Commissioning Operations,  
Directors of Specialised Commissioning

17<sup>th</sup> November 2015

Dear Colleagues,

**Re: Implementing 'Building the right support – A national plan to develop community services and close inpatient facilities'**

For a minority of people with a learning disability and/or autism, we remain too reliant on inpatient care. As good and necessary as some inpatient care can be, people are clear they want homes, not hospitals.

To implement this change on Friday 30<sup>th</sup> October 2015 NHS England, the Local Government Association (LGA), and the Association of Directors of Adult Social Services (ADASS) published [Building the right support](#) and a new [service model](#)<sup>1</sup>.

Taken together, these documents have asked Local Authorities, Clinical Commissioning Groups (CCGs) and NHS England specialised commissioners to come together to form Transforming Care Partnerships (TCPs) to build up community services and close unnecessary inpatient provisions over the next 3 years and by March 2019.

This letter outlines what commissioners are now required to do, by when, broad planning assumptions, and details of regional briefing events for commissioners, where we will provide more information.

**Planning assumptions**

Based on national planning assumptions, it is expected that no area should need more inpatient capacity than is necessary at any time to care for:

- 10-15 inpatients in CCG-commissioned beds (such as those in assessment and treatment units) per million population
- 20-25 inpatients in NHS England-commissioned beds (such as those in low-, medium- or high-secure units) per million population

We know that for some local areas, the use of in-patient beds is lower than these

---

<sup>1</sup> As well as [supplementary guidance for commissioners](#)  
*High quality care for all, now and for future generations*

planning assumptions. All partnerships will need, however, to work through the complexities of planning for the whole pathway and transfer of commissioning responsibilities for the specialised pathway. It will be important for TCPs to work with their regional leads to ensure that the end states meet the required ambition and that there are no overlaps or gaps between TCPs.

The four NHS England regional transforming care leads are;

- North – Clare Duggan
- Midlands and East – Lynne Wiggins
- London – Matthew Trainer
- South – Sarah Elliott

To deliver on these planning assumptions it is essential that areas build up capacity in communities and redesign pathways in order to better support people at home. An important component of partnership preparations will be analysis to inform plans for commissioning intensive community support services. Plans will need to evidence clear early milestones where such services are not yet fully in place.

To support local areas with transitional costs, NHS England will make available up to £30 million of transformation funding over three years, with national funding conditional on *match-funding* from local commissioners.

In addition to this, £15 million capital funding will be made available over three years.

### **What we are asking of you**

CCGs have been working with NHS England's regions and with Local Authority colleagues to identify the footprint of each TCP and the proposed footprints were published in the plan ([Annex 1](#)). However we are aware that some strategic alliances are already being formed that may differ from those proposed. Final arrangements for these clusters are expected to be in place by 15<sup>th</sup> December 2015.

TCPs should allow for areas to commission at sufficient scale to manage risk, develop commissioning expertise and commission strategically for the relatively small number of individuals whose packages of care can be very expensive.

We are asking all TCPs to draw up a joint transformation plan by 8<sup>th</sup> February 2016. This plan will have to be jointly agreed by all partners in the TCP, including Local Authorities and NHS England specialised commissioning teams and involve people with lived experience of inpatient services and their families/carers<sup>2</sup>.

A template for this plan will be shared shortly and further guidance on what the plan should cover is included in [Building the right support](#).

Each plan will be reviewed by local panels, including expert clinical input, in order to provide useful feedback. Panels will include NHS England and LGA/ADASS representatives - as well as people with a learning disability and/or autism, their families/carers - looking at:

- Whether the plans fit with national principles and the approach set out in [Building the right support](#)
- Proposals for a share of the £30 million transition funding and, if appropriate, a share of the capital funding to supplement local match funding and sustainable investment into new service models

Panels may want to probe some areas of the plan in more detail, via calls/meeting with

---

<sup>2</sup> Two tools looking at how areas can assess levels of co-production can be accessed [here](#) and [here](#).

key individuals in February 2016.

To support you to deliver these changes, a bespoke package of support will be put in place to help areas plan for transformation. Each package of support will be discussed with NHS England regional teams. This exercise will also provide further detail on the financial arrangements, including setting out the indicative budget for each TCP to inform the regional team about their expected share of transition funding.

We will work to ensure that the process for submitting and assuring plans will align with other planning processes across Local Authorities and the NHS, including the process for assuring CCGs' annual plans. Further guidance will be provided later in the year.

### **Key Milestones**

There are a number of key milestones for 2015/16 which are essential to ensure the effective delivery of Phase 1 of the 'mobilisation' of the programme.

#### **November 2015:**

- Agree and confirm organisational / governance arrangements (mobilise 'partnerships')
- Appoint Senior Responsible Officer SRO and deputy from health and social care.
- Agree Lead CCG (for host finance arrangements)
- Agree involvement and engagement with NHS England specialised commissioners;
- Agree launch or 'go-live' date for partnership (where not already working together formally)
- Transformation planning approach formalised, including workforce and financial modelling and the approach to workforce development especially in relation to positive behavioural support and leadership of change across the system

#### **December 2015:**

- Agree outline scope of transformation plan and timescale for local delivery (includes publishing meeting dates for governing board)

#### **January to March 2016:**

- First governing board meeting (if not already in train)
- Drafting of transformation plans
- First cut transformation plan by 8<sup>th</sup> February 2016
- Local assurance of plan coordinated through NHS England with stakeholders
- Finalise plan following regional and national moderation and feedback within March 2016

#### **April 2016**

- Begin to implement plans
- Final plan due 11<sup>th</sup> April

### **Dialogue Events**

We will be holding multiple dialogue events across the country to bring TCPs and all stakeholders together commencing on the 7<sup>th</sup> December 2015 wherein we will provide more detail of the support available, timescales and expectations. All events will be held 10am – 1pm at the following venues

- Monday 7<sup>th</sup> December 2015 – Leicestershire County Cricket Club, LE2 8AD
- Tuesday 8<sup>th</sup> December 2015 – Gateway Conference Centre, Liverpool, L3 8HY
- Wednesday 9<sup>th</sup> December 2015 – Cambridge United Football Club, Cambridge, CB5 8LN
- Friday 11<sup>th</sup> December 2015 – Venue to be confirmed
- Monday 14<sup>th</sup> December 2015 – Radisson Blu Hotel, Leeds city centre, LS1 8TL

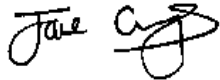
*High quality care for all, now and for future generations*

- Wednesday 16<sup>th</sup> December – The Wesley, 81-103 Euston Street, London, NW1 2EZ
- Thursday 17<sup>th</sup> December 2015 – Holiday Inn, Regents Park, London, W1 5EE

Booking details for these events will be confirmed. Further events will be held in January 2016 to discuss the implementation of plans and details of these will follow.

Once again, thank you for your involvement so far and we look forward to working with you over the coming weeks.

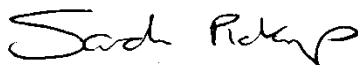
Yours sincerely,



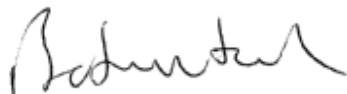
Jane Cummings  
**Chief Nursing Officer for England**  
**National Director, Nursing**  
**NHS England**



Ray James  
**President**  
**Association of Directors of Adult Social Services**



Sarah Pickup  
**Deputy Chief Executive**  
**Local Government Association**



Barbara Hakin  
**National Director, Commissioning Operations**  
**NHS England**

## Annex A - Summary of Key Actions

Please review actions below and TCPs to confirm arrangements with [jenny.butler6@nhs.net](mailto:jenny.butler6@nhs.net) in line with the timescales below.

### Transforming Care Partnerships

	What	Who	When
1	Confirm final partnership organisations and population coverage	TCP	15 <sup>th</sup> December 2015
2	Confirm SRO and deputy	TCP	15 <sup>th</sup> December 2015
3	Confirm lead CCG	TCP	15 <sup>th</sup> December 2015
4	Confirm governance arrangements and board meeting schedule	TCP	15 <sup>th</sup> December 2015
5	First TCP board meeting	TCP	January 2016
6	Draft Plan	TCP	8 <sup>th</sup> February 2016
7	Revise plan	TCP	March 2016
8	Final Plan	TCP	11 <sup>th</sup> April 2016

### NHS England

	What	Who	When
1	Confirm Planning template and additional supporting materials	NHS England	December 2015
2	Organise dialogue events	NHS England	December 2015
3	NHS England specialised commissioning hubs to identify named relationship manager for each partnership	NHS England	15 <sup>th</sup> December 2015
4	Confirm Assurance approach	NHS England	December 2015
5	Undertake assurance of TCP plans	NHS England and stakeholders	February 2016

## Annex B

<b>Transforming Care Partnership</b>	<b>Clinical Commissioning Group (CCG)</b>
South Worcestershire, Redditch, Bromsgrove & Wyre Forest	NHS South Worcestershire CCG
	NHS Wyre Forest CCG
	NHS Redditch and Bromsgrove CCG
Hereford	NHS Herefordshire CCG
Coventry, Rugby, South Warwickshire & Warwickshire North	NHS Coventry and Rugby CCG
	NHS South Warwickshire CCG
	NHS Warwickshire North CCG
Birmingham CrossCity, Birmingham South Central & Solihull	NHS Birmingham CrossCity CCG
	NHS Birmingham South and Central CCG
	NHS Solihull CCG
Walsall	NHS Walsall CCG
Black Country	NHS Dudley CCG
	NHS Sandwell and West Birmingham CCG
	NHS Wolverhampton CCG
Derbyshire	NHS Erewash CCG
	NHS Southern Derbyshire CCG
	NHS Hardwick CCG
	NHS North Derbyshire CCG
Nottinghamshire	NHS Mansfield and Ashfield CCG
	NHS Bassetlaw CCG
	NHS Newark and Sherwood CCG
	NHS Nottingham City CCG
	NHS Nottingham North and East CCG
	NHS Nottingham West CCG
Suffolk	NHS Ipswich and East Suffolk CCG
	NHS West Suffolk CCG
Norfolk	NHS North Norfolk CCG
	NHS Norwich CCG

	NHS South Norfolk CCG
	NHS West Norfolk CCG
	NHS Great Yarmouth and Waveney CCG
Cambridge and Peterborough	NHS Cambridgeshire and Peterborough CCG
Essex	NHS Basildon and Brentwood CCG
	NHS Castle Point and Rochford CCG
	NHS Mid Essex CCG
	NHS North East Essex CCG
	NHS Southend CCG
	NHS Thurrock CCG
	NHS West Essex CCG
Bedford, Luton and Milton Keynes	NHS Bedfordshire CCG
	NHS Luton CCG
	NHS Milton Keynes CCG
Hertfordshire	NHS East and North Hertfordshire CCG
	NHS Herts Valleys CCG
Nene and Corby	NHS Nene CCG
	NHS Corby CCG
Lincolnshire	NHS Lincolnshire East CCG
	NHS Lincolnshire West CCG
	NHS South Lincolnshire CCG
	NHS South West Lincolnshire CCG
Leicestershire	NHS East Leicestershire and Rutland CCG
	NHS Leicester City CCG
	NHS West Leicestershire CCG
Shropshire	NHS Shropshire CCG
	NHS Telford and Wrekin CCG
Staffordshire	NHS East Staffordshire CCG
	NHS North Staffordshire CCG
	NHS South East Staffordshire and Seisdon Peninsular CCG
	NHS Stafford and Surrounds CCG
	NHS Cannock Chase CCG
	NHS Stoke-on-Trent CCG
Gloucestershire	NHS Gloucestershire CCG
Wiltshire and Swindon	NHS Swindon CCG
	NHS Wiltshire CCG
Bristol, Bane and South Gloucestershire	NHS Bristol CCG
	NHS South Gloucestershire CCG

*High quality care for all, now and for future generations*

	NHS Bath and North East Somerset CCG
Somerset and North Somerset	NHS North Somerset CCG
	NHS Somerset CCG
Cornwall	NHS Kernow CCG
Devon	NHS North, East, West Devon CCG
	NHS South Devon and Torbay CCG
Kent and Medway	NHS Ashford CCG
	NHS Canterbury and Coastal CCG
	NHS Dartford, Gravesham and Swanley CCG
	NHS Medway CCG
	NHS South Kent Coast CCG
	NHS Swale CCG
	NHS Thanet CCG
	NHS West Kent CCG
Sussex	NHS Brighton and Hove CCG
	NHS High Weald Lewes Havens CCG
	NHS Eastbourne, Hailsham and Seaford CCG
	NHS Hastings and Rother CCG
	NHS Coastal West Sussex CCG
	NHS Crawley CCG
	NHS Horsham and Mid Sussex CCG
Surrey	NHS Guildford and Waverley CCG
	NHS North West Surrey CCG
	NHS Surrey Downs CCG
	NHS East Surrey CCG
	NHS Surrey Heath CCG
Buckinghamshire	NHS Aylesbury Vale CCG
	NHS Chiltern CCG
Berkshire	NHS Bracknell and Ascot CCG
	NHS Slough CCG
	NHS Windsor Ascot and Maidenhead CCG
	NHS Newbury and District CCG
	NHS North and West Reading CCG
	NHS South Reading CCG
	NHS Wokingham CCG
Hampshire & Isle of Wight	NHS North East Hampshire and Farnham CCG
	NHS North Hampshire CCG
	NHS Portsmouth CCG

*High quality care for all, now and for future generations*



	NHS South Eastern Hampshire CCG
	NHS Southampton CCG
	NHS West Hampshire CCG
	NHS Fareham and Gosport CCG
	NHS Isle of Wight CCG
Dorset	NHS Dorset CCG
Wirral, Cheshire & Chester Halton, St Helens, Warrington, Knowsley, Liverpool, Sefton, Southport & Formby	NHS Wirral CCG
	NHS West Cheshire CCG
	NHS Eastern Cheshire CCG
	NHS South Cheshire CCG
	NHS Vale Royal CCG
	NHS Halton CCG
	NHS St Helens CCG
	NHS Warrington CCG
	NHS Knowsley CCG
	NHS South Sefton CCG
	NHS Southport and Formby CCG
	NHS Liverpool CCG
Greater Manchester	NHS Bolton CCG
	NHS Bury CCG
	NHS Central Manchester CCG
	NHS Heywood, Middleton and Rochdale CCG
	NHS North Manchester CCG
	NHS Oldham CCG
	NHS Salford CCG
	NHS South Manchester CCG
	NHS Stockport CCG
	NHS Tameside and Glossop CCG
	NHS Trafford CCG
	NHS Wigan Borough CCG
Lancashire	NHS Blackburn with Darwen CCG
	NHS Blackpool CCG
	NHS Chorley and South Ribble CCG
	NHS East Lancashire CCG
	NHS Fylde and Wyre CCG
	NHS Greater Preston CCG
	NHS Lancashire North CCG
	NHS West Lancashire CCG
	NHS Cumbria CCG
	NHS Newcastle Gateshead CCG
	NHS North Tyneside CCG

*High quality care for all, now and for future generations*

Cumbria and North East	NHS Northumberland CCG
	NHS South Tyneside CCG
	NHS Sunderland CCG
	NHS Darlington CCG
	NHS Durham Dales, Easington and Sedgefield
	NHS Newcastle North and East CCG
	NHS Newcastle West CCG
	NHS Hartlepool and Stockton-on-Tees CCG
	NHS North Durham CCG
	NHS South Tees CCG
North Yorkshire	NHS Hambleton, Richmondshire and Whitby
	NHS Harrogate and Rural District CCG
	NHS Scarborough and Ryedale CCG
Barnsley, Wakefield, Kirklees, Huddersfield & Calderdale	NHS Vale of York CCG
	NHS Barnsley CCG
	NHS Wakefield CCG
	NHS North Kirklees CCG
	NHS Greater Huddersfield CCG
Bradford	NHS Calderdale CCG
	NHS Bradford Districts CCG
	NHS Bradford City CCG
Leeds	NHS Airedale, Wharfedale and Craven CCG
	NHS Leeds North CCG
	NHS Leeds South and East CCG
Sheffield, Doncaster, Rotherham, North Lincolnshire	NHS Leeds West CCG
	NHS Doncaster CCG
	NHS Rotherham CCG
	NHS North East Lincolnshire CCG
	NHS North Lincolnshire CCG
East Riding & Hull	NHS Sheffield CCG
	NHS East Riding of Yorkshire CCG
London North West	NHS Hull CCG
	NHS Brent CCG
	NHS Central London CCG
	NHS Ealing CCG
	NHS Hammersmith and Fulham CCG
NHS Harrow CCG	

*High quality care for all, now and for future generations*

	NHS Hillingdon CCG
	NHS Hounslow CCG
	NHS West London CCG
London North, Central & East	NHS Barking and Dagenham CCG
	NHS Barnet CCG
	NHS Camden CCG
	NHS City and Hackney CCG
	NHS Enfield CCG
	NHS Haringey CCG
	NHS Havering CCG
	NHS Islington CCG
	NHS Newham CCG
	NHS Redbridge CCG
	NHS Tower Hamlets CCG
	NHS Waltham Forest CCG
London South East	NHS Bexley CCG
	NHS Bromley CCG
	NHS Greenwich CCG
	NHS Lambeth CCG
	NHS Lewisham CCG
London South West	NHS Southwark CCG
	NHS Croydon CCG
	NHS Kingston CCG
	NHS Merton CCG
	NHS Richmond CCG
Oxfordshire	NHS Sutton CCG
	NHS Wandsworth CCG
	NHS Oxfordshire CCG