

<b>LONDON BOROUGH OF CAMDEN</b>	<b>WARDS</b> All
<b>REPORT</b> System Transformation: NHS 10 Year Plan	
<b>REPORT OF</b> Director of Place (West), North Central London Integrated Care Board	
<b>FOR SUBMISSION TO</b> Health and Wellbeing Board	<b>DATE</b> 10 <sup>th</sup> September 2025
<b>SUMMARY OF REPORT</b>  <p>The NHS ‘10 Year Health Plan for England: fit for the future’, was published on 3<sup>rd</sup> July 2025. The Plan is intended to support the reinvention of the health service in line with the core principles of the NHS. The plan was a recent agenda item at the Camden Integrated Care Executive group where leaders across the Camden place-based partnership discussed the emerging picture and local implications.</p> <p>This report summarises engagement in the development of the NHS 10 Year Plan, the plan itself; and how our system transformation work across Camden coheres to the ambitions of the plan.</p> <p>This report is being brought to the Board to raise awareness of the plan, for members to consider what it means for Camden, and to explore the local implications and opportunities it presents.</p> <p><b>Local Government Act 1972 – Access to Information</b>  No documents that require listing have been used in the preparation of this report.</p> <p><b>Contact Officer:</b>  Simon Wheatley  Director of Place (West), NCL ICB  Laycock Street, London N1 1TH  <a href="mailto:simon.wheatley2@nhs.net">simon.wheatley2@nhs.net</a></p>	
<b>RECOMMENDATIONS</b>  <ul style="list-style-type: none"> <li>• That the Health and Wellbeing Board note the contents of this paper and the national commitments outlined in the NHS 10 Year Plan.</li> </ul>	

Signed:

A handwritten signature in blue ink, appearing to read 'S. Wheatley'.

Simon Wheatley

Director of Place (West), North Central London Integrated Care Board

Date: 29<sup>th</sup> August 2025

## **1. Purpose of Report**

- 1.1 North Central London Integrated Care Board (NCL ICB) welcomes the Government's recently published 10 Year Plan, that sets out an ambitious vision for a preventative, people-centred NHS that puts personalisation, neighbourhoods, and digital at its heart.
- 1.2 The Plan outlines a major shift in how services will be designed and delivered, moving towards more integrated, personalised support that recognises the impact of social, economic and environmental factors on people's health. This report covers the engagement that informed the plan, a summary overview of the plan itself, and summarises what this means for our collaborative health and care transformation in Camden.
- 1.3 This item is coming to the Board following the plan's publication and a discussion across partners at the Camden Integrated Care Executive (CICE), to share understanding and identify opportunities and implications through Board discussion.

## **2. NHS 10 Year Plan engagement**

- 2.1 Following a six-month engagement period under the "Change NHS" programme, on 3<sup>rd</sup> July 2025 the Government published its 10 Year Health Plan for the future of the NHS<sup>1</sup>.
- 2.2 North Central London Integrated Care Board (NCL ICB), as well as partners across the NCL Integrated Care System (ICS), welcomes this ambitious vision for the future of the NHS. The Plan puts people and communities at the heart of healthcare and the focus on neighbourhoods is key to delivering this care. By providing services where people live, the neighbourhood model recognises the wider social and economic factors which shape people's health, and the challenges people can face in accessing care.
- 2.3 Neighbourhood health will provide timely, coordinated, inclusive care that is responsive to people's needs. The aim is to move towards care that is tailored to individuals, focuses on preventing ill health rather than simply treating it, and that looks at people's health needs as a whole.
- 2.4 The Plan was shaped by the experiences, expectations and challenges shared by members of the public, patients, wider partners, and the health and care workforce across the country, reflecting the changes people said they wanted to see.

## **3. NCL ICB engagement**

---

<sup>1</sup> <https://www.gov.uk/government/publications/10-year-health-plan-for-england-fit-for-the-future>

- 3.1 In response to the national Change NHS consultation, NCL held a series of events to hear and capture the voices of local residents to feed into both the national 10 Year Plan and our local transformation work.
- 3.2 We heard strong feedback that technology can enhance care but shouldn't replace human interaction, and that offline options must always be available for those who either can't, or choose not to, use digital access.
- 3.3 We know that when technology is designed around people, it can support better outcomes, empower patients and service users, and free up time for frontline staff. In NCL we are rolling out innovative models, such as 'virtual wards', which use digital technology to bring care into people's homes. Also known as 'hospital at home', this allows patients to receive care from clinicians and health specialists safely and conveniently at home, using technology like mobile apps and wearable devices to monitor patients' health too.
- 3.4 We heard it's important to residents that initiatives such as this are visible, well-communicated, and inclusive to meet the diverse needs of local people. People told us they want care wherever it is delivered to be responsive and provide clear contact points for patients and carers to raise concerns quickly.
- 3.5 If care is being delivered more locally through neighbourhood teams, residents told us that neighbourhood staff teams need to be well-supported. This feedback is shaping our development of neighbourhood health.
- 3.6 We also heard loud and clear from residents that prevention is better than cure and they want this to be the priority. We know children born today are at risk of becoming part of the unhealthiest generations in modern history and that what we do to improve their physical and mental health now has lifelong benefits.
- 3.7 We also know that too often, the experience of care at the end of life falls short of what people and their families need and want. We need to increase the choice for people about where they'd like to receive care at the end of their lives, increase confidence in the support available, and provide holistic support for carers and families, including bereavement support.
- 3.8 Residents felt health education is vital across all age groups and that the NHS must provide timely support when its needed.

#### **4. Summary of the NHS 10 Year Plan**

- 4.1 The Plan gives fresh drive to deliver local, preventative care and to roll this out more rapidly. A key task will be making sure local people are supported to manage their own health, equipped with the knowledge and opportunities to have a greater impact on staying well.
- 4.2 There is clear commitment to modernising the NHS through better use of digital technology to support staff and patients. We know that when

technology is designed around people, it can support better outcomes, empower patients, and free up time for frontline staff. We also know that some patients find it hard to access or use technology, and our planning will take this into consideration.

- 4.3 The plan sets out reform that will shape the health and care system, over the next decade, shifting from:
- Hospital to community-based care
  - Analogue to digital-first services
  - Treatment of illness to prevention and population health
- 4.4 The plan sets out reform that will shape the health and care system in future. The shift from hospital to community will see the creation of a GP-led Neighbourhood Health Service with teams organised around people with the greatest need. Delivery will be through neighbourhood health centres in every community; integrating health, care and voluntary sector services and support with increased pharmacy services and more NHS dentists.
- 4.5 The NHS will also redesign outpatient and diagnostic services, urgent and emergency care, allowing people to book into urgent and emergency care services before attending via the NHS App or NHS 111. People with complex needs will have the offer of a care plan by 2027 and the number of people offered a personal health budget will have doubled. Patient-initiated follow-up, a different and personalised way of supporting outpatient appointments, will be a standard approach.
- 4.6 The 'Neighbourhood Health Service' will move from a fragmented, hospital-first system to an accessible, community-based neighbourhood model. By redesigning how care is delivered—supported by digital tools, integrated teams and local centres—the Plan aims to tackle inequalities, put patients in control, improve outcomes, and ensure the NHS remains financially sustainable for generations to come. The neighbourhood teams will focus on local care and be multidisciplinary across health, care and VCS. They will work to improve outcomes for local people in a personalised and holistic way.
- 4.7 The shift from analogue to digital will see the NHS App being the front door to the NHS, making it simpler to manage medicines and prescriptions, check vaccine status and manage the health of your children. A 'HealthStore' will be developed to provide access to approved health apps, enabling innovative small and medium-sized business to work more collaboratively with the NHS and regulators. There will also be a single patient record which will mean patient information will flow safely, securely and seamlessly between care providers to enable a better experience for patients as well as an integrated workforce.
- 4.8 The shift from sickness to prevention will see the launch of Health Coach - a programme to help people take greater control of their health, including smoking and vaping habits alongside new weight loss treatments and incentive schemes to help reduce obesity. A Tobacco and Vapes Bill will be

passed, creating the first smoke-free generation. Also, women will be able to carry out cervical screening at home using self-sample kits from 2026.

## **5. What the plan means for Camden**

- 5.1 The East Camden Integrated Neighbourhood Team is named as an example of best practice in the Secretary of State's speech and in the Plan's afterword. The neighbourhood team, based in Kentish Town, brings together GPs, community health teams, mental health, social work and care, wider statutory services, and the voluntary sector in one place, providing more coordinated and proactive care for local people. Being referenced in the plan is an achievement for the partnership and affirms the commitments made to make the prototype happen.
- 5.2 Elsewhere in the Plan, Brondesbury Medical Centre in the West neighbourhood was highlighted as an example of how digital transformation is improving access. The practice introduced a total triage system to replace the "8am scramble" for GP appointments, helping reduce waits and improve patient satisfaction. Great Ormond Street Hospital (GOSH) was also cited for its pioneering use of ambient AI to reduce paperwork and free up clinician time for patient care.
- 5.3 The Plan states that in the *"future, a neighbourhood health plan will be drawn up by local government, the NHS and its partners at single or upper tier authority level under the leadership of the Health and Wellbeing Board, incorporating public health, social care, and the Better Care Fund. The ICB will bring together these local neighbourhood health plans into a population health improvement plan for their footprint and use it to inform commissioning decision"*. This recognises the importance of the Health and Wellbeing board both now and in the future.
- 5.4 Moving care from hospitals to community will have a positive impact on waiting times and experience locally. Using community assets and focussing on prevention are already priorities across the Camden borough partnership.
- 5.5 To support the shift from analogue to digital in NCL there is already investment in digital transformation across services. There does however need to be consideration locally for people and communities who are at risk of digital exclusion.
- 5.6 One enabling reform is the new operating model merging NHS England with DHSC, with the role of Integrated Care Boards being refocussed to deploy strategic commissioning to improve population health. Nationally ICBs will make evidence-based decisions to improve the health of populations. These reforms are being worked through and over time should see a shift to a decentralised model whereby frontline staff will be empowered to reshape services for local residents.

## **6. Summary**

- 6.1 The health challenges faced by local people, and the financial and operational pressures these bring, means a revitalised approach to promoting health and treating ill-health is needed. The mandate within the 10 Year Plan to think differently and deliver sustainable change is one that we in NCL embrace – as an opportunity to continue to innovate, work with communities, and tackle long-standing health inequalities.
- 6.2 Across NCL there is a strong history of partnership and innovation, and we have made significant progress to develop our local vision for services. The Plan sets out the role of different parts of the health and care system. It reinforces the ICB's role as a strategic commissioner and puts additional focus on neighbourhood delivery, both of which are central to the current priorities, and future ambitions.
- 6.3 The Plan increases the importance of patient experience and choice in the NHS and aims for the NHS to be the 'best employer' with the publication of a new 10-year workforce plan later this year.
- 6.4 The scale and pace of change in the plan is ambitious. However the decentralised model with increased autonomy for providers and continued working with wider local partners will ensure the Camden borough partnership delivers on the shifts and the continued development of local innovations such as neighbourhoods to improve the health and wellbeing of residents.

## **7. Finance Comments of the Executive Director Corporate Services**

- 7.1 The Executive Director of Corporate Services has been consulted on the contents of the report and has no comments to add to the report.

## **8. Legal Comments of the Borough Solicitor**

- 8.1 There are some elements of the 10 year health plan for England that will involve legislative change. For example, the Tobacco and Vapes Bill is currently in the committee stage in the House of Lords, so it not yet an Act of Parliament, and the Single Patient Record will be under pinned by legislation. These will need to be incorporated into the delivery of the plan.

## **9. Environmental Implications**

- 9.1 There are no identified environmental implications to the contents of this report.

## **10. Appendices**

- Appendix A: 10 Year Plan Summary Slides

**REPORT ENDS**